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**THE RELATIONSHIP BETWEEN ORGANIZATIONAL CONTEXT,
LMX (LEADER-MEMBER EXCHANGE) DIFFERENTIATION,
TEAM PROCESSES AND TEAM EFFECTIVENESS: A STUDY
AMONG NURSES IN MALAYSIA**



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UUM
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
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(LEADER-MEMBER EXCHANGE) DIFFERENTIATION, TEAM PROCESSES
AND TEAM EFFECTIVENESS: A STUDY AMONG NURSES IN MALAYSIA**

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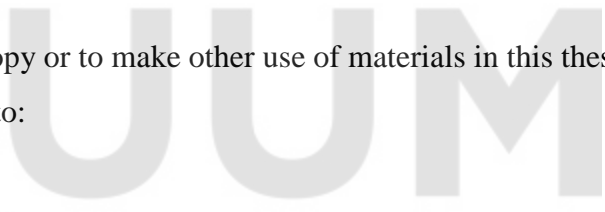
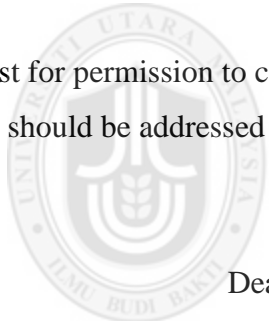


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ABSTRACT

In the healthcare industry, teamwork is a critical element in assuring patients' safety and quality of care. The aim of this study was to investigate the relationship between organizational context, LMX differentiation and team processes on team effectiveness among nurses in Malaysian public hospitals. The team processes served as a mediator on the relationship between LMX differentiation and team effectiveness. Social Exchange Theory (SET) and Balance Theory were utilized in developing the primary research framework. A total of 214 nursing teams from eleven general hospitals in Malaysia had participated in this study. Hierarchical regression analyses were conducted to test the hypotheses of direct relationships while the PROCESS macro was used to analyze the mediator effect. The results found that only one dimension of organizational context (management process) were significantly related to team effectiveness (team performance, team satisfaction, team viability, team OCB). The findings also revealed that LMX differentiation was significantly related to all dimensions of team effectiveness except team performance. The findings revealed that there is no mediating effect of team processes on the relationship between LMX differentiation and team performance. However, team coordination has mediated the relationship between LMX differentiation and team satisfaction and team viability. Group potency was found to mediate the relationship between LMX differentiation and team viability and team OCB. In conclusion, this study suggests that the leader should assist team members towards an effective teamwork environment. This study also contributes to new literature of team and leadership theories.

Keywords: Team effectiveness, organizational context, LMX differentiation, team processes, nurses

ABSTRAK

Dalam industri kesihatan, kerja berpasukan merupakan elemen penting bagi menjamin keselamatan dan kualiti penjagaan pesakit. Oleh itu, tujuan kajian ini adalah untuk menyelidik hubungan antara konteks organisasi, pembezaan LMX dan proses berpasukan terhadap keberkesanan pasukan dalam kalangan jururawat di hospital awam Malaysia. Proses berpasukan bertindak sebagai pengantara di antara hubungan pembezaan LMX dan keberkesanan pasukan. Teori Pertukaran Sosial (SET) dan Teori Keseimbangan diguna dalam membangunkan kerangka penyelidikan. Justeru, sejumlah 214 buah pasukan jururawat daripada sebelas buah hospital awam di Malaysia telah mengambil bahagian dalam kajian ini. Analisis regresi hierarki telah dijalankan untuk menguji hipotesis hubungan langsung manakala makro PROSES digunakan untuk menganalisis kesan pengantara. Keputusan kajian mendapati bahawa hanya satu dimensi konteks organisasi (proses pengurusan) mempunyai hubungan yang signifikan dengan keberkesanan pasukan (prestasi pasukan, kepuasan pasukan, daya maju pasukan, pasukan OCB). Selain itu, dapatan juga menunjukkan bahawa pembezaan LMX mempunyai hubungan yang signifikan dengan semua dimensi keberkesanan pasukan kecuali prestasi pasukan. Penemuan kajian menunjukkan tiada kesan pengantara proses pasukan dengan hubungan antara pembezaan LMX dan prestasi pasukan. Walau bagaimanapun, kordinasi pasukan menunjukkan kesan pengantara antara pembezaan LMX dan kepuasan pasukan serta daya maju pasukan. Sementara itu, potensi kumpulan pula didapati menjadi pengantara antara hubungan pembezaan LMX dan daya maju pasukan serta pasukan OCB. Oleh itu, kajian ini menyimpulkan bahawa pemimpin harus membantu ahli pasukan dalam mencapai persekitaran kerja berpasukan yang berkesan. Kajian ini juga menyumbangkan karya literatur baharu dalam teori kepimpinan dan teori berkumpulan.

Kata kunci: Keberkesanan pasukan, konteks organisasi, pembezaan LMX, proses pasukan, jururawat

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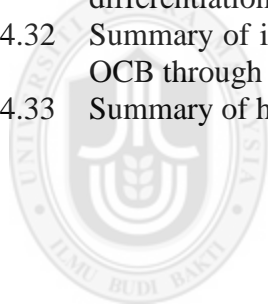
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List of Abbreviation

Boot SE	Bootstrapped standard error
CC	Cooperative Communication
CI	Confidence Interval
CRC	Clinical Research Centre
EFA	Exploratory Factor Analysis
GDP	Gross Domestic Product
GP	Group Potency
ICC	Intraclass Correlation Coefficient
KMO	Kaiser-Meyer-Olkin
LL	Lower Limit
LMX	Leader-member Exchange
LMXD	Leader-member Exchange Differentiation
M	Mean
MOH	Ministry of Health
MP	Management Process
MREC	Medical Research Ethical Committee
MSA	Measure of Sampling Adequacy
NGOs	Non-governmental Organizations
NIH	National Institute of Health
NMRR	National Medical Research Registry
OC	Organizational Culture
OCB	Organizational Citizenship Behavior
OS	Organizational System
PCA	Principal Component Analysis
RM	Ringgit Malaysia
r_{wg}	Within-Group Interrater Agreement
SD	Standard Deviation
SET	Social Exchange Theory
SPSS	Statistical Package for Social Science
TC	Team Coordination
TE	Team Effectiveness
TP	Team Performance
TS	Team Satisfaction
TV	Team Viability
UL	Upper Limit
VIF	Variance Inflation Factor

CHAPTER 1

INTRODUCTION

1.0 Background of the Study

The use of teams continues to increase in modern work life such as organizational work team performance (O'Neill & Salas, 2018). The higher level of organization performance can be achieved by teamwork compared to individually work due to the combination of knowledge, skills, experience, and the energies among the team members. The spirit of teamwork motivates the members to work harder, cooperate and be supportive one another. As a result, the given tasks can be done effectively which may increase the customer satisfaction and consequently will increase the organization performance (Ogbonnaya, 2019; Rico, Alcover, & Tabernero, 2011). Therefore, it can be disputed that effective team functioning is one of the main causes of organizational achievement. In some industry, organizational performance is highly significant especially in healthcare industry because it involves with customer satisfaction.

Accordingly, in healthcare organization, nurses act a focal part to represent the organization's capability since they spend most of their time directly with patients. As the patients' health outcomes are dependent on effective teamwork among nurses, there is need a better preparation of nurses in teamwork (Sonoda, Onozuka, & Hagihara, 2018). Under these circumstances, nurses should regularly work together because teamwork is an important aspect of healthcare delivery. As indicated by Hughes et al. (2016), the effective teamwork is related to innovation, safety, fewer errors, and saving lives. Hence,

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APPENDIXES

INTRODUCTION LETTERS

APPENDIXES A1- A15



UUM
Universiti Utara Malaysia

Appendix A1: Letter to Medical Research and Ethics Committee

Farah Lina Azizan
101, Jalan Kempas 6,
Taman kempas
06010 Changlun, Kedah

Pengarah,
Medical Research and Ethics Committee (MREC)

12 Januari 2016

Tuan/Puan,

Permohonan Menjalankan Kajian di Hospital di Malaysia

Saya Farah Lina binti Azizan adalah pelajar di peringkat Doktor Falsafah daripada Pusat Pengajian Pengurusan Perniagaan, Universiti Utara Malaysia, Sintok, Kedah sedang menjalankan penyelidikan bertajuk "*Leader-Member Exchange Differentiation, Organizational Context, Team Process and Team Effectiveness among Nurses in Malaysia*".

Kajian ini adalah bertujuan untuk melihat hubungan di antara ketua terdekat(sisters) dan jururawat dan juga untuk melihat kerja berpasukan dalam kalangan jururawat. Sehubungan dengan itu, saya memerlukan kerjasama dan perhatian daripada pihak Tuan/Puan bagi membantu melengkapkan lagi kajian ini.

Kerjasama dan perhatian daripada pihak Tuan/Puan adalah sangat dihargai dan saya dahului dengan ucapan ribuan terima kasih.

Sekian.

Yang benar,

FARAH LINA AZIZAN)
Calon Doktor Falsafah Pengurusan
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.
Tel: 013-4199577
E-mail: farahlina_azizan@yahoo.com

Appendix A2: Letter to Kementerian Kesihatan Malaysia

Farah Lina binti Azizan
101 Jalan Kempas 6
Taman Kempas
06010 Changlun
Kedah Darul Aman

Melalui:

Dr. Amer bin Hj. Darus
School of Business Management,
College of Business,
UUM Sintok.

Pengarah Kejururawatan
Bahagian Kejururawatan
Kementerian Kesihatan Malaysia
Aras 2, Blok E1, Presint 1, Kompleks E
Pusat Pentadbiran Kerajaan Persekutuan
62590 Putrajaya

16 Mac 2016

Tuan/Puan,

PERMOHONAN MENJALAN PENYELIDIKAN

Perkara di atas adalah dirujuk.

Saya Farah Lina binti Azizan (no. pelajar: 900102) adalah pelajar peringkat Doktor Falsafah di Universiti Utara Malaysia. Pada masa kini saya sedang menjalankan penyelidikan untuk thesis bertajuk “*Leader-member Exchange Differentiation, Organizational Context, Team Process and Team Effectiveness among Nurses in Malaysia*” Kajian ini bertujuan untuk mengenalpasti hubungan di antara konteks organisasi serta hubungan di antara ketua terdekat dan jururawat mempengaruhi kerja pasukan dalam kalangan jururawat di hospital di negara ini. Kajian ini juga mengkaji peranan komunikasi sebagai pengantara antara hubungan ketua-jururawat dan kerja berpasukan.

Skop kajian ini merangkumi jururawat terlatih di empat buah hospital di Semenanjung Malaysia di mana setiap satu mewakili setiap zon di Semenanjung Malaysia. Kajian ini juga melibatkan penyelia jururawat terlatih (ketua jururawat) di mana mereka di minta menilai hubungan di antara penyelia dan jururawat terlatih di bawah seliaan mereka. Kajian ini menggunakan kaedah padanan di mana kedua-dua borang soalselidik jururawat terlatih (Set A) dan soalselidik penyelia (Set B) diperlukan bagi tujuan analisis. Bersama ini disertakan kertas cadangan penyelidikan dan soal selidik yang akan digunakan dalam kajian ini untuk rujukan pihak tuan/puan.

Sehubungan dengan itu, saya ingin memohon kelulusan menjalankan penyelidikan di kesemua hospital tersebut. Di samping itu juga, saya ingin mendapatkan kerjasama daripada pihak tuan/puan berkaitan statistik penyelia dan jururawat terlatih bagi setiap hospital di Semenanjung Malaysia. Maklumat ini amat diperlukan bagi tujuan persampelan.

Untuk pengetahuan tuan/puan, saya telahpun mendapat kelulusan daripada Jawatankuasa Etika & Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, no rujukan KKM/NIHSEC/16-206.

Dengan itu, kerjasama daripada pihak tuan/puan amat diharapkan dalam menjamin kejayaan penyelidikan ini. Kajian ini adalah bersifat akademik bertujuan memenuhi syarat pengajian dalam peringkat PhD. Kerjasama dan perhatian daripada pihak tuan/puan amatlah dihargai dan didahului dengan ucapan terima kasih.

Sekian.

Yang benar,

(FARAH LINA AZIZAN)
Calon Doktor Falsafah Pengurusan
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.
Tel: 013-4199577
E-mail: farahlina_azizan@yahoo.com
NMRR ID: 28135

Appendix A3: Letter to Hospital Tuanku Fauziah

Farah Lina binti Azizan
101 Jalan Kempas 6
Taman Kempas
06010 Changlun
Kedah Darul Aman

Melalui:

Dr. Amer b. Hj Darus
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.

Pengarah,
Hospital Tuanku Fauziah
Jalan Tun Abdul Razak,
01000, Kangar
Perlis.

23 Oktober 2016

Yang Berusaha Dr.,

PERMOHONAN MENJALAN PENYELIDIKAN DI HOSPITAL TUANKU FAUZIAH

Dengan segala hormatnya, saya merujuk kepada perkara di atas dan surat dari Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 adalah berkaitan.

Sehubungan dengan itu dimaklumkan bahawa saya sedang menjalankan pengajian di peringkat PhD dalam bidang Gelagat dan Pembangunan Organisasi di Universiti Utara Malaysia dan menjalankan penyelidikan bertajuk *Team effectiveness of public hospital nurses: The role of leader-member exchange differentiation, organizational context and team processes*. Kajian ini bertujuan untuk mengenalpasti faktor organisasi serta hubungan di antara penyelia dan jururawat terlatih dalam mempengaruhi kerja berpasukan dalam kalangan jururawat di hospital awam Malaysia. Kajian ini juga mengkaji peranan komunikasi sebagai pengantara antara hubungan penyelia- jururawat terlatih dengan keberkesanan kerja berpasukan.

Kajian ini melibatkan ketua jururawat di mana mereka di minta menilai hubungan dengan jururawat terlatih dan juga prestasi kerja berpasukan di bawah seliaan mereka. Kajian ini menggunakan kaedah padanan (*matching*) di mana kedua-dua borang soalselidik jururawat terlatih (Set A) dan soalselidik ketua jururawat (Set B) diperlukan bagi tujuan

analisis. Justeru, saya ingin memohon kelulusan dan kebenaran Yang Berusaha Dr. untuk menjalankan penyelidikan di Hospital Tuanku Fauziah.

Kajian ini adalah bersifat akademik bertujuan memenuhi syarat pengajian dalam peringkat PhD. Bersama ini juga disertakan kertas cadangan penyelidikan, soal selidik yang akan digunakan dalam kajian ini dan juga surat Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 untuk rujukan Yang Berusaha Dr.

Dengan itu, kerjasama daripada pihak Yang Berusaha Dr. amat diharapkan dalam menjamin kejayaan penyelidikan ini. Kerjasama dan perhatian daripada pihak Yang Berusaha Dr. amatlah dihargai dan didahului dengan ucapan ribuan terima kasih.

Sekian.

“ILMU, BUDI, BAKTI”

Yang benar,

(FARAH LINA AZIZAN)

Calon Doktor Falsafah,
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.
Tel: 013-4199577
E-mail: farahlina_azizan@yahoo.com
NMRR ID: 28135

Alamat surat menyurat:
No. 101, Jalan Kempas 6,
Taman Kempas,
06010 Changlun,
Kedah Darul Aman.

Appendix A4: Letter to Hospital Sultanah Bahiyah

Farah Lina binti Azizan
101 Jalan Kempas 6
Taman Kempas
06010 Changlun
Kedah Darul Aman

Melalui:

Dr. Amer b. Hj Darus
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.

Pengarah,
Hospital Sultanah Bahiyah,
Jalann Langgar, 05460 Alor Setar,
Kedah Darul Aman.

23 Oktober 2016

Yang Berusaha Dr.,

PERMOHONAN MENJALAN PENYELIDIKAN DI HOSPITAL SULTANAH BAHIYAH

Dengan segala hormatnya, saya merujuk kepada perkara di atas dan surat dari Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 adalah berkaitan.

Sehubungan dengan itu dimaklumkan bahawa saya sedang menjalankan pengajian di peringkat PhD dalam bidang Gelagat dan Pembangunan Organisasi di Universiti Utara Malaysia dan menjalankan penyelidikan bertajuk *Team effectiveness of public hospital nurses: The role of leader-member exchange differentiation, organizational context and team processes*. Kajian ini bertujuan untuk mengenalpasti faktor organisasi serta hubungan di antara penyelia dan jururawat terlatih dalam mempengaruhi kerja berpasukan dalam kalangan jururawat di hospital awam Malaysia. Kajian ini juga mengkaji peranan komunikasi sebagai pengantara antara hubungan penyelia- jururawat terlatih dengan keberkesanan kerja berpasukan.

Kajian ini melibatkan ketua jururawat di mana mereka di minta menilai hubungan dengan jururawat terlatih dan juga prestasi kerja berpasukan di bawah seliaan mereka. Kajian ini menggunakan kaedah padanan (*matching*) di mana kedua-dua borang soalselidik jururawat terlatih (Set A) dan soalselidik ketua jururawat (Set B) diperlukan bagi tujuan

analisis. Justeru, saya ingin memohon kelulusan dan kebenaran Yang Berusaha Dr. untuk menjalankan penyelidikan di Hospital Sultanah Bahiyah.

Kajian ini adalah bersifat akademik bertujuan memenuhi syarat pengajian dalam peringkat PhD. Bersama ini juga disertakan kertas cadangan penyelidikan, soal selidik yang akan digunakan dalam kajian ini dan juga surat Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 untuk rujukan Yang Berusaha Dr.

Dengan itu, kerjasama daripada pihak Yang Berusaha Dr. amat diharapkan dalam menjamin kejayaan penyelidikan ini. Kerjasama dan perhatian daripada pihak Yang Berusaha Dr. amatlah dihargai dan didahului dengan ucapan ribuan terima kasih.

Sekian.

“ILMU, BUDI, BAKTI”

Yang benar,

(FARAH LINA AZIZAN)

Calon Doktor Falsafah,
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.
Tel: 013-4199577
E-mail: farahlina_azizan@yahoo.com
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Alamat surat-menyurat:
No. 101, Jalan Kempas 6,
Taman Kempas,
06010 Changlun,
Kedah Darul Aman.

Appendix A5: Letter to Hospital Pulau Pinang

Farah Lina binti Azizan
101 Jalan Kempas 6
Taman Kempas
06010 Changlun
Kedah Darul Aman

Melalui:

Dr. Amer b. Hj Darus
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.

Pengarah,
Hospital Pulau Pinang,
Jalan Residen, 10990 Georgetown,
Pualu Pinang.

23 Oktober 2016

Yang Berusaha Dato',

PERMOHONAN MENJALAN PENYELIDIKAN DI HOSPITAL PULAU PINANG

Dengan segala hormatnya, saya merujuk kepada perkara di atas dan surat dari Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 adalah berkaitan.

Sehubungan dengan itu dimaklumkan bahawa saya sedang menjalankan pengajian di peringkat PhD dalam bidang Gelagat dan Pembangunan Organisasi di Universiti Utara Malaysia dan menjalankan penyelidikan bertajuk *Team effectiveness of public hospital nurses: The role of leader-member exchange differentiation, organizational context and team processes*. Kajian ini bertujuan untuk mengenalpasti faktor organisasi serta hubungan di antara penyelia dan jururawat terlatih dalam mempengaruhi kerja berpasukan dalam kalangan jururawat di hospital awam Malaysia. Kajian ini juga mengkaji peranan komunikasi sebagai pengantara antara hubungan penyelia- jururawat terlatih dengan keberkesanan kerja berpasukan.

Kajian ini melibatkan ketua jururawat di mana mereka di minta menilai hubungan dengan jururawat terlatih dan juga prestasi kerja berpasukan di bawah seliaan mereka. Kajian ini menggunakan kaedah padanan (*matching*) di mana kedua-dua borang soalselidik jururawat terlatih (Set A) dan soalselidik ketua jururawat (Set B) diperlukan bagi tujuan

analisis. Justeru, saya ingin memohon kelulusan dan kebenaran Yang Berusaha Dato' untuk menjalankan penyelidikan di Hospital Pulau Pinang.

Kajian ini adalah bersifat akademik bertujuan memenuhi syarat pengajian dalam peringkat PhD. Bersama ini juga disertakan kertas cadangan penyelidikan, soal selidik yang akan digunakan dalam kajian ini dan juga surat Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 untuk rujukan Yang Berusaha Dato'.

Dengan itu, kerjasama daripada pihak Yang Berusaha Dato' amat diharapkan dalam menjamin kejayaan penyelidikan ini. Kerjasama dan perhatian daripada pihak Yang Berusaha Dato' amatlah dihargai dan didahului dengan ucapan ribuan terima kasih.

Sekian.

“ILMU, BUDI, BAKTI”

Yang benar,

(FARAH LINA AZIZAN)

Calon Doktor Falsafah,
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.
Tel: 013-4199577
E-mail: farahlina_azizan@yahoo.com
NMRR-15-2089-28135 (IIR)

Alamat surat-menyurat:
No. 101, Jalan Kempas 6,
Taman Kempas,
06010 Changlun,
Kedah Darul Aman.

Appendix A6: Letter to Hospital Raja Permaisuri Bainun

Farah Lina binti Azizan
101 Jalan Kempas 6
Taman Kempas
06010 Changlun
Kedah Darul Aman

Melalui:

Dr. Amer b. Hj Darus
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.

Pengarah,
Hospital Raja Permaisuri Bainun,
G24, Jalan Raja Ashman Shah,
31350 Ipoh, Perak.

23 Oktober 2016

Yang Berusaha Dr.,

PERMOHONAN MENJALAN PENYELIDIKAN DI HOSPITAL PULAU PINANG

Dengan segala hormatnya, saya merujuk kepada perkara di atas dan surat dari Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 adalah berkaitan.

Sehubungan dengan itu dimaklumkan bahawa saya sedang menjalankan pengajian di peringkat PhD dalam bidang Gelagat dan Pembangunan Organisasi di Universiti Utara Malaysia dan menjalankan penyelidikan bertajuk *Team effectiveness of public hospital nurses: The role of leader-member exchange differentiation, organizational context and team processes*. Kajian ini bertujuan untuk mengenalpasti faktor organisasi serta hubungan di antara penyelia dan jururawat terlatih dalam mempengaruhi kerja berpasukan dalam kalangan jururawat di hospital awam Malaysia. Kajian ini juga mengkaji peranan komunikasi sebagai pengantara antara hubungan penyelia- jururawat terlatih dengan keberkesanan kerja berpasukan.

Kajian ini melibatkan ketua jururawat di mana mereka di minta menilai hubungan dengan jururawat terlatih dan juga prestasi kerja berpasukan di bawah seliaan mereka. Kajian ini menggunakan kaedah padanan (*matching*) di mana kedua-dua borang soalselidik jururawat terlatih (Set A) dan soalselidik ketua jururawat (Set B) diperlukan bagi tujuan

analisis. Justeru, saya ingin memohon kelulusan dan kebenaran Yang Berusaha Dr. untuk menjalankan penyelidikan di Hospital Raja Permaisuri Bainun.

Kajian ini adalah bersifat akademik bertujuan memenuhi syarat pengajian dalam peringkat PhD. Bersama ini juga disertakan kertas cadangan penyelidikan, soal selidik yang akan digunakan dalam kajian ini dan juga surat Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 untuk rujukan Yang Berusaha Dr.

Dengan itu, kerjasama daripada pihak Yang Berusaha Dr. amat diharapkan dalam menjamin kejayaan penyelidikan ini. Kerjasama dan perhatian daripada pihak Yang Berusaha Dr. amatlah dihargai dan didahului dengan ucapan ribuan terima kasih.

Sekian.

“ILMU, BUDI, BAKTI”

Yang benar,

(FARAH LINA AZIZAN)

Calon Doktor Falsafah,
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.
Tel: 013-4199577
E-mail: farahlina_azizan@yahoo.com
NMRR-15-2089-28135 (IIR)

Alamat surat-menyurat:
No. 101, Jalan Kempas 6,
Taman Kempas,
06010 Changlun,
Kedah Darul Aman.

Appendix A7: Letter to Hospital Tengku Ampuan Rahimah

Farah Lina binti Azizan
101 Jalan Kempas 6
Taman Kempas
06010 Changlun
Kedah Darul Aman

Melalui:

Dr. Amer b. Hj Darus
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.

Pengarah,
Hospital Tengku Ampuan Rahimah,
Jalan Langat,
41200 Klang,
Selangor Darul Ehsan

23 Oktober 2016

Tuan/Puan,

PERMOHONAN MENJALAN PENYELIDIKAN DI HOSPITAL TENGKU AMPUAN RAHIMAH

Dengan segala hormatnya, saya merujuk kepada perkara di atas dan surat dari Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 adalah berkaitan.

Sehubungan dengan itu dimaklumkan bahawa saya sedang menjalankan pengajian di peringkat PhD dalam bidang Gelagat dan Pembangunan Organisasi di Universiti Utara Malaysia dan menjalankan penyelidikan bertajuk *Team effectiveness of public hospital nurses: The role of leader-member exchange differentiation, organizational context and team processes*. Kajian ini bertujuan untuk mengenalpasti faktor organisasi serta hubungan di antara penyelia dan jururawat terlatih dalam mempengaruhi kerja berpasukan dalam kalangan jururawat di hospital awam Malaysia. Kajian ini juga mengkaji peranan komunikasi sebagai pengantara antara hubungan penyelia- jururawat terlatih dengan keberkesanan kerja berpasukan.

Kajian ini melibatkan ketua jururawat di mana mereka di minta menilai hubungan dengan jururawat terlatih dan juga prestasi kerja berpasukan di bawah seliaan mereka. Kajian ini menggunakan kaedah padanan (*matching*) di mana kedua-dua borang soalselidik jururawat terlatih (Set A) dan soalselidik ketua jururawat (Set B) diperlukan bagi tujuan

analisis. Justeru, saya ingin memohon kelulusan dan kebenaran pihak tuan/puan untuk menjalankan penyelidikan di Hospital Tengku Ampuan Rahimah.

Kajian ini adalah bersifat akademik bertujuan memenuhi syarat pengajian dalam peringkat PhD. Bersama ini juga disertakan kertas cadangan penyelidikan, soal selidik yang akan digunakan dalam kajian ini dan juga surat Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 untuk rujukan pihak tuan/puan.

Dengan itu, kerjasama daripada pihak tuan/puan amat diharapkan dalam menjamin kejayaan penyelidikan ini. Kerjasama dan perhatian daripada pihak tuan/puan amatlah dihargai dan didahului dengan ucapan ribuan terima kasih.

Sekian.

“ILMU, BUDI, BAKTI”

Yang benar,



(FARAH LINA AZIZAN)

Calon Doktor Falsafah,
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.
Tel: 013-4199577
E-mail: farahlina_azizan@yahoo.com
NMRR-15-2089-28135 (IIR)

Alamat surat-menyurat:
No. 101, Jalan Kempas 6,
Taman Kempas,
06010 Changlun,
Kedah Darul Aman.

Appendix A8: Letter to Hospital Tuanku Ja'afar

Farah Lina binti Azizan
101 Jalan Kempas 6
Taman Kempas
06010 Changlun
Kedah Darul Aman

Melalui:

Dr. Amer b. Hj Darus
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.

Pengarah,
Hospital Tuanku Ja'afar
Jalan Rasah, Bukit Rasah,
70300 Seremban,
Negeri Sembilan.

19 Disember 2016

Yang Berusaha Dr.,

PERMOHONAN MENJALAN PENYELIDIKAN DI HOSPITAL TUANKU JA'AFAR

Dengan segala hormatnya, saya merujuk kepada perkara di atas dan surat dari Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 adalah berkaitan.

Sehubungan dengan itu dimaklumkan bahawa saya sedang menjalankan pengajian di peringkat PhD dalam bidang Gelagat dan Pembangunan Organisasi di Universiti Utara Malaysia dan menjalankan penyelidikan bertajuk *Team effectiveness of public hospital nurses: The role of leader-member exchange differentiation, organizational context and team processes*. Kajian ini bertujuan untuk mengenalpasti faktor organisasi serta hubungan di antara penyelia dan jururawat terlatih dalam mempengaruhi kerja berpasukan dalam kalangan jururawat di hospital awam Malaysia. Kajian ini juga mengkaji peranan komunikasi sebagai pengantara antara hubungan penyelia- jururawat terlatih dengan keberkesanan kerja berpasukan.

Kajian ini melibatkan ketua jururawat di mana mereka di minta menilai hubungan dengan jururawat terlatih dan juga prestasi kerja berpasukan di bawah seliaan mereka. Kajian ini menggunakan kaedah padanan (*matching*) di mana kedua-dua borang soalselidik jururawat terlatih (Set A) dan soalselidik ketua jururawat (Set B) diperlukan bagi tujuan

analisis. Justeru, saya ingin memohon kelulusan dan kebenaran Yang Berusaha Dr. untuk menjalankan penyelidikan di Hospital Tuanku Ja'afar.

Kajian ini adalah bersifat akademik bertujuan memenuhi syarat pengajian dalam peringkat PhD. Bersama ini juga disertakan kertas cadangan penyelidikan, soal selidik yang akan digunakan dalam kajian ini dan juga surat Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 untuk rujukan Yang Berusaha Dr.

Dengan itu, kerjasama daripada pihak Yang Berusaha Dr. amat diharapkan dalam menjamin kejayaan penyelidikan ini. Kerjasama dan perhatian daripada pihak Yang Berusaha Dr. amatlah dihargai dan didahului dengan ucapan ribuan terima kasih.

Sekian.

“ILMU, BUDI, BAKTI”

Yang benar,

(FARAH LINA AZIZAN)

Calon Doktor Falsafah,
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.
Tel: 013-4199577
E-mail: farahlina_azizan@yahoo.com
NMRR-15-2089-28135 (IIR)

Alamat surat-menyurat:
No. 101, Jalan Kempas 6,
Taman Kempas,
06010 Changlun,
Kedah Darul Aman.

Appendix A9: Letter to Hospital Besar Melaka

Farah Lina binti Azizan
101 Jalan Kempas 6
Taman Kempas
06010 Changlun
Kedah Darul Aman

Melalui:

Dr. Amer b. Hj Darus
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.

Pengarah,
Hospital Besar Melaka,
Jalan Mufti Haji Khalil,
75400, Melaka.

19 Disember 2016

Yang Berusaha Dr.,

PERMOHONAN MENJALAN PENYELIDIKAN DI HOSPITAL BESAR MELAKA

Dengan segala hormatnya, saya merujuk kepada perkara di atas dan surat dari Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 adalah berkaitan.

Sehubungan dengan itu dimaklumkan bahawa saya sedang menjalankan pengajian di peringkat PhD dalam bidang Gelagat dan Pembangunan Organisasi di Universiti Utara Malaysia dan menjalankan penyelidikan bertajuk *Team effectiveness of public hospital nurses: The role of leader-member exchange differentiation, organizational context and team processes*. Kajian ini bertujuan untuk mengenalpasti faktor organisasi serta hubungan di antara penyelia dan jururawat terlatih dalam mempengaruhi kerja berpasukan dalam kalangan jururawat di hospital awam Malaysia. Kajian ini juga mengkaji peranan komunikasi sebagai pengantara antara hubungan penyelia- jururawat terlatih dengan keberkesanan kerja berpasukan.

Kajian ini melibatkan ketua jururawat di mana mereka di minta menilai hubungan dengan jururawat terlatih dan juga prestasi kerja berpasukan di bawah seliaan mereka. Kajian ini menggunakan kaedah padanan (*matching*) di mana kedua-dua borang soalselidik jururawat terlatih (Set A) dan soalselidik ketua jururawat (Set B) diperlukan bagi tujuan

analisis. Justeru, saya ingin memohon kelulusan dan kebenaran Yang Berusaha Dr. untuk menjalankan penyelidikan di Hospital Besar Melaka.

Kajian ini adalah bersifat akademik bertujuan memenuhi syarat pengajian dalam peringkat PhD. Bersama ini juga disertakan kertas cadangan penyelidikan, soal selidik yang akan digunakan dalam kajian ini dan juga surat Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 untuk rujukan Yang Berusaha Dr.

Dengan itu, kerjasama daripada pihak Yang Berusaha Dr. amat diharapkan dalam menjamin kejayaan penyelidikan ini. Kerjasama dan perhatian daripada pihak Yang Berusaha Dr. amatlah dihargai dan didahului dengan ucapan ribuan terima kasih.

Sekian.

“ILMU, BUDI, BAKTI”

Yang benar,

(FARAH LINA AZIZAN)

Calon Doktor Falsafah,
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.
Tel: 013-4199577
E-mail: farahlina_azizan@yahoo.com
NMRR-15-2089-28135 (IIR)

Alamat surat-menyurat:
No. 101, Jalan Kempas 6,
Taman Kempas,
06010 Changlun,
Kedah Darul Aman.

Appendix A10: Letter to Hospital Sultanah Aminah

Farah Lina binti Azizan
101 Jalan Kempas 6
Taman Kempas
06010 Changlun
Kedah Darul Aman

Melalui:

Dr. Amer b. Hj Darus
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.

Pengarah,
Hospital Sultanah Aminah
Jalan Persiaran Abu Bakar Sultan,
80100 Johor Bahru,
Johor Darul Takzim.

19 Disember 2016

Tuan/Puan,

PERMOHONAN MENJALAN PENYELIDIKAN DI HOSPITAL SULTANAH AMINAH

Dengan segala hormatnya, saya merujuk kepada perkara di atas dan surat dari Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 adalah berkaitan.

Sehubungan dengan itu dimaklumkan bahawa saya sedang menjalankan pengajian di peringkat PhD dalam bidang Gelagat dan Pembangunan Organisasi di Universiti Utara Malaysia dan menjalankan penyelidikan bertajuk *Team effectiveness of public hospital nurses: The role of leader-member exchange differentiation, organizational context and team processes*. Kajian ini bertujuan untuk mengenalpasti faktor organisasi serta hubungan di antara penyelia dan jururawat terlatih dalam mempengaruhi kerja berpasukan dalam kalangan jururawat di hospital awam Malaysia. Kajian ini juga mengkaji peranan komunikasi sebagai pengantara antara hubungan penyelia- jururawat terlatih dengan keberkesanan kerja berpasukan.

Kajian ini melibatkan ketua jururawat di mana mereka di minta menilai hubungan dengan jururawat terlatih dan juga prestasi kerja berpasukan di bawah seliaan mereka. Kajian ini menggunakan kaedah padanan (*matching*) di mana kedua-dua borang soalselidik jururawat terlatih (Set A) dan soalselidik ketua jururawat (Set B) diperlukan bagi tujuan

analisis. Justeru, saya ingin memohon kelulusan dan kebenaran pihak tuan/puan untuk menjalankan penyelidikan di Hospital Sultanah Aminah.

Kajian ini adalah bersifat akademik bertujuan memenuhi syarat pengajian dalam peringkat PhD. Bersama ini juga disertakan kertas cadangan penyelidikan, soal selidik yang akan digunakan dalam kajian ini dan juga surat Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 untuk rujukan pihak tuan/puan.

Dengan itu, kerjasama daripada pihak tuan/puan amat diharapkan dalam menjamin kejayaan penyelidikan ini. Kerjasama dan perhatian daripada pihak tuan/puan amatlah dihargai dan didahului dengan ucapan ribuan terima kasih.

Sekian.

“ILMU, BUDI, BAKTI”

Yang benar,



(FARAH LINA AZIZAN)

Calon Doktor Falsafah,
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.
Tel: 013-4199577
E-mail: farahlina_azizan@yahoo.com
NMRR-15-2089-28135 (IIR)

Alamat surat-menyurat:
No. 101, Jalan Kempas 6,
Taman Kempas,
06010 Changlun,
Kedah Darul Aman.

Appendix A11: Letter to Hospital Tengku Ampuan Afzan

Farah Lina binti Azizan
101 Jalan Kempas 6
Taman Kempas
06010 Changlun
Kedah Darul Aman

Melalui:

Dr. Amer b. Hj Darus
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.

Pengarah,
Hospital Tengku Ampuan Afzan
Jalan Tanah Putih, 25100 Kuantan, Pahang.

19 Disember 2016

Yang Berusaha Dr.,

PERMOHONAN MENJALAN PENYELIDIKAN DI HOSPITAL SULTANAH AMINAH

Dengan segala hormatnya, saya merujuk kepada perkara di atas dan surat dari Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 adalah berkaitan.

Sehubungan dengan itu dimaklumkan bahawa saya sedang menjalankan pengajian di peringkat PhD dalam bidang Gelagat dan Pembangunan Organisasi di Universiti Utara Malaysia dan menjalankan penyelidikan bertajuk *Team effectiveness of public hospital nurses: The role of leader-member exchange differentiation, organizational context and team processes*. Kajian ini bertujuan untuk mengenalpasti faktor organisasi serta hubungan di antara penyelia dan jururawat terlatih dalam mempengaruhi kerja berpasukan dalam kalangan jururawat di hospital awam Malaysia. Kajian ini juga mengkaji peranan komunikasi sebagai pengantara antara hubungan penyelia- jururawat terlatih dengan keberkesanan kerja berpasukan.

Kajian ini melibatkan ketua jururawat di mana mereka di minta menilai hubungan dengan jururawat terlatih dan juga prestasi kerja berpasukan di bawah seliaan mereka. Kajian ini menggunakan kaedah padanan (*matching*) di mana kedua-dua borang soalselidik jururawat terlatih (Set A) dan soalselidik ketua jururawat (Set B) diperlukan bagi tujuan analisis. Justeru, saya ingin memohon kelulusan dan kebenaran pihak Yang Berusaha Dr. untuk menjalankan penyelidikan di Hospital Tengku Ampuan Afzan.

Kajian ini adalah bersifat akademik bertujuan memenuhi syarat pengajian dalam peringkat PhD. Bersama ini juga disertakan kertas cadangan penyelidikan, soal selidik yang akan digunakan dalam kajian ini dan juga surat Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 untuk rujukan pihak tuan/puan.

Dengan itu, kerjasama daripada pihak Yang Berusaha Dr. amat diharapkan dalam menjamin kejayaan penyelidikan ini. Kerjasama dan perhatian daripada pihak Yang Berusaha Dr. amatlah dihargai dan didahului dengan ucapan ribuan terima kasih.

Sekian.

“ILMU, BUDI, BAKTI”

Yang benar,

(FARAH LINA AZIZAN)

Calon Doktor Falsafah,
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.
Tel: 013-4199577
E-mail: farahlina_azizan@yahoo.com
NMRR-15-2089-28135 (IIR)

Alamat surat-menyurat:
No. 101, Jalan Kempas 6,
Taman Kempas,
06010 Changlun,
Kedah Darul Aman.

Appendix A12: Letter to Hospital Raja Perempuan Zainab II

Farah Lina binti Azizan
101 Jalan Kempas 6
Taman Kempas
06010 Changlun
Kedah Darul Aman

Melalui:

Dr. Amer b. Hj Darus
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.

Pengarah,
Hospital Raja Perempuan Zainab II
15586 Kota Bharu
Kelantan Darul Naim.

19 Disember 2016

Yang Berusaha Dr.,

PERMOHONAN MENJALAN PENYELIDIKAN DI HOSPITAL RAJA PEREMPUAN ZAINAB II

Dengan segala hormatnya, saya merujuk kepada perkara di atas dan surat dari Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 adalah berkaitan.

Sehubungan dengan itu dimaklumkan bahawa saya sedang menjalankan pengajian di peringkat PhD dalam bidang Gelagat dan Pembangunan Organisasi di Universiti Utara Malaysia dan menjalankan penyelidikan bertajuk *Team effectiveness of public hospital nurses: The role of leader-member exchange differentiation, organizational context and team processes*. Kajian ini bertujuan untuk mengenalpasti faktor organisasi serta hubungan di antara penyelia dan jururawat terlatih dalam mempengaruhi kerja berpasukan dalam kalangan jururawat di hospital awam Malaysia. Kajian ini juga mengkaji peranan komunikasi sebagai pengantara antara hubungan penyelia- jururawat terlatih dengan keberkesanan kerja berpasukan.

Kajian ini melibatkan ketua jururawat di mana mereka di minta menilai hubungan dengan jururawat terlatih dan juga prestasi kerja berpasukan di bawah seliaan mereka. Kajian ini menggunakan kaedah padanan (*matching*) di mana kedua-dua borang soalselidik jururawat terlatih (Set A) dan soalselidik ketua jururawat (Set B) diperlukan bagi tujuan

analisis. Justeru, saya ingin memohon kelulusan dan kebenaran Yang Berusaha Dr. untuk menjalankan penyelidikan di Hospital Raja Perempuan Zainab II.

Kajian ini adalah bersifat akademik bertujuan memenuhi syarat pengajian dalam peringkat PhD. Bersama ini juga disertakan kertas cadangan penyelidikan, soal selidik yang akan digunakan dalam kajian ini dan juga surat Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 untuk rujukan Yang Berusaha Dr.

Dengan itu, kerjasama daripada pihak Yang Berusaha Dr. amat diharapkan dalam menjamin kejayaan penyelidikan ini. Kerjasama dan perhatian daripada pihak Yang Berusaha Dr. amatlah dihargai dan didahului dengan ucapan ribuan terima kasih.

Sekian.

“ILMU, BUDI, BAKTI”

Yang benar,

(FARAH LINA AZIZAN)

Calon Doktor Falsafah,
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.
Tel: 013-4199577
E-mail: farahlina_azizan@yahoo.com
NMRR-15-2089-28135 (IIR)

Alamat surat-menyurat:
No. 101, Jalan Kempas 6,
Taman Kempas,
06010 Changlun,
Kedah Darul Aman.

Appendix A13: Letter to Hospital Sultanah Nur Zahirah

Farah Lina binti Azizan
101 Jalan Kempas 6
Taman Kempas
06010 Changlun
Kedah Darul Aman

Melalui:

Dr. Amer b. Hj Darus
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.

Pengarah,
Hospital Sultanah Nur Zahirah
Jalan Sultan Mahmud
20400 Kuala Terengganu
Terengganu Darul Iman.

19 Disember 2016

Yang Berusaha Dr.,

PERMOHONAN MENJALAN PENYELIDIKAN DI HOSPITAL SULTANAH NUR ZAHIRAH

Dengan segala hormatnya, saya merujuk kepada perkara di atas dan surat dari Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 adalah berkaitan.

Sehubungan dengan itu dimaklumkan bahawa saya sedang menjalankan pengajian di peringkat PhD dalam bidang Gelagat dan Pembangunan Organisasi di Universiti Utara Malaysia dan menjalankan penyelidikan bertajuk *Team effectiveness of public hospital nurses: The role of leader-member exchange differentiation, organizational context and team processes*. Kajian ini bertujuan untuk mengenalpasti faktor organisasi serta hubungan di antara penyelia dan jururawat terlatih dalam mempengaruhi kerja berpasukan dalam kalangan jururawat di hospital awam Malaysia. Kajian ini juga mengkaji peranan komunikasi sebagai pengantara antara hubungan penyelia- jururawat terlatih dengan keberkesanan kerja berpasukan.

Kajian ini melibatkan ketua jururawat di mana mereka di minta menilai hubungan dengan jururawat terlatih dan juga prestasi kerja berpasukan di bawah seliaan mereka. Kajian ini menggunakan kaedah padanan (*matching*) di mana kedua-dua borang soalselidik jururawat terlatih (Set A) dan soalselidik ketua jururawat (Set B) diperlukan bagi tujuan

analisis. Justeru, saya ingin memohon kelulusan dan kebenaran Yang Berusaha Dr. untuk menjalankan penyelidikan di Hospital Sultanah Nur Zahirah.

Kajian ini adalah bersifat akademik bertujuan memenuhi syarat pengajian dalam peringkat PhD. Bersama ini juga disertakan kertas cadangan penyelidikan, soal selidik yang akan digunakan dalam kajian ini dan juga surat Pengerusi Jawatankuasa Etika dan Penyelidikan Perubatan, Kementerian Kesihatan Malaysia, rujukan (5) KKM/NIHSEC/P16-206 dan (7) KKM/NIHSEC/P16-206 bertarikh 25 Februari 2016 dan 22 April 2016 untuk rujukan Yang Berusaha Dr.

Dengan itu, kerjasama daripada pihak Yang Berusaha Dr. amat diharapkan dalam menjamin kejayaan penyelidikan ini. Kerjasama dan perhatian daripada pihak Yang Berusaha Dr. amatlah dihargai dan didahului dengan ucapan ribuan terima kasih.

Sekian.

“ILMU, BUDI, BAKTI”

Yang benar,



(FARAH LINA AZIZAN)

Calon Doktor Falsafah,
Kolej Perniagaan,
Universiti Utara Malaysia, Sintok, Kedah.
Tel: 013-4199577
E-mail: farahlina_azizan@yahoo.com
NMRR-15-2089-28135 (IIR)

Alamat surat-menyurat:
No. 101, Jalan Kempas 6,
Taman Kempas,
06010 Changlun,
Kedah Darul Aman.

Appendix A14: Approval Letter from Medical Research & Ethics (1)



JAWATANKUASA ETIKA & PENYELIDIKAN PERUBATAN
(Medical Research & Ethics Committee)
KEMENTERIAN KESIHATAN MALAYSIA
d/a Institut Pengurusan Kesihatan
Jalan Rumah Sakit, Bangsar
59000 KUALA LUMPUR



Tel.: 03-2287 4032/2282 0491/2282 9085
03-2282 9082/2282 1402/2282 1449
Faks: 03-2282 0015

Ref: (7) dlm.KKM/NIHSEC/ P16-206
Date: 22 April 2016

FARAH LINA BINTI AZIZAN
UNIVERSITI UTARA MALAYSIA (UUM)

Dear Mdm,

REF: Amendments of documents for study NMRR-15-2089-28135 (IIR)
LEADER-MEMBER EXCHANGE DIFFERENTIATION, ORGANIZATIONAL CONTEXT,
TEAM PROCESS AND TEAM EFFECTIVENESS AMONG NURSES IN MALAYSIA.

Your submission dated 30 March 2016 is referred.

2. Amendments to the following documents have been received and reviewed with reference to the above study:

Documents received and reviewed with reference to the above study:

1) Addition of sites: MOH General Hospitals in Peninsular Malaysia

The Medical Research & Ethics Committee, Ministry of Health Malaysia operates in accordance to the International Conference of Harmonization Good Clinical Practice Guidelines.

Decision by Medical Research & Ethics Committee:

(√) Approved

() Disapproved

Date of Decision: 22 April 2016

DATO' DR. CHANG KIAN MENG
Chairman
Medical Research & Ethics Committee
Ministry of Health Malaysia

Appendix A15: Approval Letter from Medical Research & Ethics (2)



JAWATANKUASA ETIKA & PENYELIDIKAN PERUBATAN
(Medical Research & Ethics Committee)
KEMENTERIAN KESIHATAN MALAYSIA
d/a Institut Pengurusan Kesihatan
Jalan Rumah Sakit, Bangsar
59000 KUALA LUMPUR



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03-2282 9082/2282 1402/2282 1449
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Ruj. Kami : (5) KKM/NIHSEC/P16-206
Tarikh : 25hb Februari 2016

FARAH LINA BINTI AZIZAN
UNIVERSITI UTARA MALAYSIA (UUM)

TUAN/PUAN,

NMRR-15-2089-28135 (IIR)

LEADER-MEMBER EXCHANGE DIFFERENTIATION, ORGANIZATIONAL CONTEXT,
TEAM PROCESS AND TEAM EFFECTIVENESS AMONG NURSES IN MALAYSIA.

Lokasi Kajian: HOSPITAL PULAU PINANG
HOSPITAL SULTANAH AMINAH
HOSPITAL TENGKU AMPUAN AFZAN, KUANTAN
HOSPITAL TENGKU AMPUAN RAHIMAH KLANG

Dengan hormatnya perkara di atas adalah dirujuk.

2. Jawatankuasa Etika & Penyelidikan Perubatan (JEPP), Kementerian Kesihatan Malaysia (KKM) tiada halangan, dari segi etika, ke atas pelaksanaan kajian tersebut. JEPP mengambil maklum bahawa kajian tersebut hanya melibatkan pengumpulan data menggunakan **borang soal selidik** sahaja.

3. Segala rekod dan data subjek adalah **SULIT** dan hanya digunakan untuk tujuan kajian ini dan semua isu serta prosedur mengenai *data confidentiality* mesti dipatuhi.

4. Kebenaran daripada Pegawai Kesihatan Daerah/Pengarah Hospital dan Ketua-Ketua Jabatan atau pegawai yang bertanggungjawab disetiap lokasi kajian di mana kajian akan dijalankan mesti diperolehi sebelum kajian dijalankan. Dato'/Dr/ Tuan/ Puan perlu akur dan mematuhi keputusan tersebut. Sila rujuk kepada garis panduan Institut Kesihatan Negara mengenai penyelidikan di Institusi dan fasiliti Kementerian Kesihatan Malaysia (Pindaan 01/2015) serta lampiran *Appendix 5* untuk templet surat memohon kebenaran tersebut.

5. Adalah dimaklumkan bahawa kelulusan ini adalah sah sehingga **24hb Februari 2017**. Dato'/Dr./ Tuan/ Puan perlu menghantar perkara-perkara berikut kepada JEPP selepas mengikut kesesuaian. Borang-borang berkaitan boleh dimuat turun daripada laman web MREC (<http://www.nih.gov.my/mrec>).

1. Borang **Continuing Review Form** perlu dihantar ke JEPP selewat-lewatnya 2 bulan sebelum tamat tempoh kelulusan ini bagi memperbaharui kelulusan etika.

- II. **Study Final Report** perlu dihantar ke JEPP pada penghujung kajian.
- III. Mendapat kelulusan etika sekiranya terdapat pindaan ke atas sebarang dokumen kajian/ lokasi kajian/ penyelidikan.

6. Sila ambil maklum bahawa sebarang urusan surat-menyurat berkaitan dengan penyelidikan ini haruslah dinyatakan nombor rujukan surat ini untuk melicinkan urusan yang berkaitan.

Sekian terima kasih.

BERKHIDMAT UNTUK NEGARA

Saya yang menurut perintah,

.....
(DATO' DR. CHANG KIAN MENG)

Pengerusi
Jawatankuasa Etika & Penyelidikan Perubatan
Kementerian Kesihatan Malaysia

Sk: HRRC – Hospital Sultanah Bahiyah

QUESTIONNAIRE



APPENDIXES B1-B2

UUM
Universiti Utara Malaysia

Appendix B1: Questionnaire Set A for Staff Nurse

SET A: SOAL SELIDIK UNTUK JURURAWAT TERLATIH

NO. RUJUKAN JURURAWAT: _____



Tuan/Puan/Cik yang dihormati,

Saya Farah Lina Binti Azizan, pelajar Ijazah Doktor Falsafah (Pengurusan) dari Universiti Utara Malaysia. Saya sedang menjalankan penyelidikan PhD dan amat memerlukan maklum balas tuan/puan/cik. Kajian ini diperlukan untuk memenuhi keperluan ijazah saya dan saya berbesar hati sekiranya tuan/puan/cik dapat turut serta dalam tinjauan ini. Kajian ini bermatlamat untuk memberikan bukti empiris tentang bagaimana perbezaan pertukaran antara ketua dengan ahli mempengaruhi keberkesanan pasukan dengan menggunakan faktor dalam proses pasukan sebagai pengaruh perantaraan dalam kalangan jururawat dalam industri kesihatan di Malaysia.

Borang kaji selidik ini mempunyai lima bahagian, iaitu bahagian A, bahagian B, bahagian C, bahagian D dan bahagian E. Tuan/puan/cik diminta untuk melengkapkan borang kaji selidik ini. Bahagian A memerihalkan pandangan anda tentang keberkesanan pasukan anda. Bahagian B pula memperincikan pandangan anda tentang hubungan anda dengan penyelia paling dekat dengan anda (*sister*), manakala Bahagian C melibatkan persoalan tentang pandangan anda berhubung konteks dalam organisasi anda. Bahagian D meninjau pandangan anda tentang proses pasukan anda. Manakala Bahagian E merangkumi maklumat tentang latar belakang anda.

Kaji selidik ini mengambil masa lebih kurang 10-15 minit untuk dilengkapkan. Sila jawab setiap soalan dengan jujur dan teliti. Maklum balas anda akan DIRAHSIAKAN dan TIDAK DIDEBAHKAN. Semua data yang dikutip akan digunakan untuk tujuan ilmiah sahaja.

Sekiranya tuan/puan/cik mempunyai sebarang kemusykilan mengenai kajian ini, tuan/puan/cik bolehlah menghubungi penyelidik seperti berikut:

Farah Lina Azizan

Calon PhD

d/a:

School of Business Management, College of Business,
Universiti Utara Malaysia, Sintok, Kedah.

h/p: 013-4199577

email: farahlina_azizan@yahoo.com

SECTION A (BAHAGIAN A)

Team effectiveness (*Keberkesanan Berpasukan*)

The statements below are designed to capture your opinion on team effectiveness which refer to your ward unit. It include your satisfaction and ability to work together. Please indicate your level of agreement with each statement with (1) being Strongly Disagree and (5) being Strongly Agree. Please circle the number as appropriate.

Pernyataan berikut adalah mengenai pandangan anda tentang keberkesanan pasukan yang merujuk keberkesanan unit wad anda. Keberkesanan merangkumi kepuasan anda dan keupayaan untuk saling bekerjasama. Sila nyatakan tahap kesetujuan anda untuk setiap pernyataan yang dinilai antara (1) Sangat Tidak Bersetuju dengan (5) Sangat Bersetuju. Sila bulatkan pilihan nombor yang bersesuaian.

Strong Disagree *Sangat Tidak Bersetuju*

Strongly Agree *Sangat Bersetuju*

1.	Working with members in this ward is an energizing and uplifting experience. <i>Bekerja dengan rakan kerja di wad ini merupakan pengalaman yang menyeronokkan dan membuatkan semangat berkobar-kobar.</i>	1	2	3	4	5
2.	Sometimes, one of us refuses to help another ward member. <i>Kadang-kadang ada di antara kami yang enggan membantu rakan kerja di wad ini.</i>	1	2	3	4	5
3.	There is a lot of unpleasantness among members in this ward. <i>Terdapat banyak hal yang kurang menyenangkan dalam kalangan rakan kerja di wad ini.</i>	1	2	3	4	5
4.	Some members in this ward do not carry their fair share of the overall workload. <i>Terdapat rakan kerja di wad ini yang tidak melakukan sebahagian beban kerja yang diagihkan kepada mereka dengan saksama.</i>	1	2	3	4	5
5.	Working as a team in this ward shows signs of falling apart. <i>Bekerja sebagai satu kumpulan dalam wad ini menunjukkan tanda-tanda bahawa kami akan gagal.</i>	1	2	3	4	5
6.	Every time we attempt to straighten out a member of this ward, whose behavior is not acceptable, things seem to get worse rather than better. <i>Keadaan akan menjadi bertambah buruk setiap kali kami cuba untuk membetulkan tingkah laku salah seorang rakan kerja di wad ini.</i>	1	2	3	4	5

7.	I am satisfied with my present colleagues. <i>Saya berpuas hati dengan rakan sekerja saya sekarang.</i>	1	2	3	4	5
8.	I am satisfied with working in this ward. <i>Saya berpuas hati bekerja di wad ini.</i>	1	2	3	4	5
9.	Members of my ward work together to make it one of the best. <i>Rakan kerja di wad saya bekerjasama untuk menjadikan wad ini wad yang terbaik.</i>	1	2	3	4	5
10.	I am happy to be a member of this ward. <i>Saya gembira menjadi warga kerja di wad ini.</i>	1	2	3	4	5
11.	I am proud of what my ward has accomplished. <i>Saya berbangga dengan pencapaian wad saya.</i>	1	2	3	4	5
12.	All in all, I like being a member of this ward. <i>Secara keseluruhannya, saya suka menjadi warga kerja di wad ini.</i>	1	2	3	4	5
13.	My contributions to this ward are recognized by my colleagues. <i>Sumbangan saya kepada wad ini diiktiraf oleh rakan sekerja saya.</i>	1	2	3	4	5
14.	I am challenged by the work I do on this ward. <i>Saya menghadapi banyak cabaran kerja di wad ini.</i>	1	2	3	4	5

SECTION B (BAHAGIAN B)

Penukaran ketua-subordinat (Leader-member exchange)

The statements below regarding on leader-member exchange between you and your sister. Leader-member exchange is a working relationship that is characterized by the physical or mental effort, material resources, information, and/or emotional support exchanged between the leader and the member. Please indicate the degree of your agreement or disagreement about your perception on your relationships between you and your supervisor (sister) by circling the number as stated below.

Pernyataan berikut adalah mengenai pertukaran hubungan anda dengan ketua terdekat anda (sister). Penukaran ketua-subordinat (leader-member exchange) merujuk kepada sokongan dari segi emosi, fizikal atau mental, dan juga perkongsian sumber maklumat di antara ketua dan subordinat. Sila nyatakan tahap kesetujuan atau ketidaksetujuan anda berhubung pandangan anda tentang hubungan antara anda dengan ketua jururawat (sister) dengan membulatkan nombor yang tertera di bawah.

Strongly Disagree *Sangat Tidak Bersetuju*

Strongly Agree *Sangat Bersetuju*

1.	I like my supervisor very much as a person. <i>Saya sangat sukakan ketua jururawat (sister) saya.</i>	1	2	3	4	5
2.	My supervisor is the kind of person one would like to have as a friend. <i>Ketua jururawat (sister) saya ialah seseorang yang boleh berkawan.</i>	1	2	3	4	5
3.	My supervisor is a lot of fun to work with. <i>Ketua jururawat (sister) saya seorang warga kerja yang memberi keseronokan untuk bekerja.</i>	1	2	3	4	5
4.	My supervisor defends my nursing duties actions to a superior, even without complete knowledge of the issue in question. <i>Ketua jururawat (sister)saya mempertahankan tanggungjawab saya sebagai seorang jururawat kepada pihak atasan meskipun beliau kurang maklumat yang lengkap tentang isu yang diketengahkan.</i>	1	2	3	4	5
5.	My supervisor would come to my defense if I were "attacked" by others. <i>Ketua jururawat (sister)saya akan mempertahankan saya sekiranya saya "diserang" oleh orang lain.</i>	1	2	3	4	5
6.	My supervisor would defend me to others in the hospital if I made an honest mistake. <i>Ketua jururawat (sister) saya akan mempertahankan saya daripada kecaman pihak lain di hospital apabila saya melakukan kesilapan yang tidak disengajakan.</i>	1	2	3	4	5
7.	I do work for my supervisor that goes beyond what is specified in my job description. <i>Saya melaksanakan tugas untuk ketua jururawat (sister) saya lebih daripada apa yang ditentukan dalam tugas.</i>	1	2	3	4	5
8.	I am willing to apply extra efforts, beyond those normally required, to meet my supervisor's work goals. <i>Saya bersedia untuk menggandakan usaha yang lebih untuk mencapai matlamat kerja ketua jururawat (sister)saya.</i>	1	2	3	4	5
9.	I do not mind working my hardest for my supervisor. <i>Saya tidak kisah bekerja keras demi ketua jururawat (sister)</i>	1	2	3	4	5

	<i>saya.</i>					
10.	I am impressed with my supervisor's knowledge of his/her job. <i>Saya kagum dengan pengetahuan yang dimiliki oleh ketua jururawat (sister)saya.</i>	1	2	3	4	5
11.	I respect my supervisor's knowledge of and competence on the job. <i>Saya hormati pengetahuan dan kemahiran kerja ketua jururawat (sister) saya.</i>	1	2	3	4	5
12.	I admire my supervisor's professional skills. <i>Saya tertarik dengan kemahiran profesional ketua jururawat (sister) saya.</i>	1	2	3	4	5

SECTION C (BAHAGIAN C)

Organizational context (Konteks organisasi)

The following statements are regarding your perception on management process, organizational culture and organizational system in the hospital. Please indicate your level of agreement with each statement with (1) being Strongly Disagree and (5) Strongly Agree. Please tick circle the number as appropriate.

Penyataan berikut berkait rapat dengan pandangan anda tentang proses pengurusan, budaya organisasi dan sistem organisasi di hospital. Sila nyatakan tahap kesetujuan anda untuk setiap pernyataan yang dinilai antara (1) Sangat Tidak Bersetuju dengan (5) Sangat Bersetuju. Sila bulatkan pilihan nombor yang bersesuaian.

Strongly Disagree *Sangat Tidak Setuju*

Strongly Agree *Sangat Bersetuju*

1.	The goals and objectives that this ward achieve to fulfill our purpose are clear. <i>Matlamat dan objektif yang dicapai oleh wad ini bagi memenuhi tujuan kami adalah jelas.</i>	1	2	3	4	5
2.	Members in this ward know what they are supposed to be doing on this ward. <i>Warga kerja di wad ini tahu apa yang perlu mereka lakukan di wad ini.</i>	1	2	3	4	5
3.	The goals of my ward are aligned with those of the hospital. <i>Matlamat wad saya diselaraskan seiring dengan matlamat hospital.</i>	1	2	3	4	5

4.	My ward members understands how our nursing duties impacts the hospital. <i>Warga kerja di wad saya faham bagaimana tanggungjawab kami memberikan impak kepada pihak hospital.</i>	1	2	3	4 5
5.	My ward members gets what we need from the superior of this hospital. <i>Warga kerja di wad saya memperoleh apa yang diperlukan daripada pihak atasan di hospital ini.</i>	1	2	3	4 5
6.	My ward has enough people to get our work done. <i>Wad saya mempunyai kakitangan yang mencukupi untuk memastikan tugas kami dapat dilaksanakan.</i>	1	2	3	4 5
7.	Wards in this hospital cooperate to get work done. <i>Wad-wad di hospital ini saling bekerja sama untuk memastikan tugas dapat dilaksanakan.</i>	1	2	3	4 5
8.	My ward members work with other people in the hospital besides the people on this ward. <i>Warga kerja di wad saya bekerja dengan kakitangan lain di hospital selain kakitangan di wad ini.</i>	1	2	3	4 5
9.	My ward members feels supported by the rest of the hospital. <i>Warga kerja di wad saya berasa disokong oleh kakitangan lain di hospital.</i>	1	2	3	4 5
10.	My ward members is an important part of the hospital. <i>Warga kerja di wad saya merupakan antara yang terpenting di hospital ini.</i>	1	2	3	4 5
11.	Superior treats this ward members with respect. <i>Pihak atasan menghormati warga kerja di wad ini.</i>	1	2	3	4 5
12.	Superior understands the value of teamwork. <i>Pihak atasan memahami nilai kerja berpasukan.</i>	1	2	3	4 5
13.	My ward receives reports on our performance. <i>Wad saya menerima laporan berhubung prestasi kerja kami.</i>	1	2	3	4 5
14.	My ward receives recognition for our performance. <i>Wad saya mendapat pengiktirafan atas prestasi kerja kami.</i>	1	2	3	4 5
15.	My ward receives information we need from superior. <i>Wad saya mendapat maklumat yang kami perlukan daripada pihak atasan.</i>	1	2	3	4 5

16.	My ward has access to the information we need in order to be successful. <i>Wad saya mempunyai akses kepada maklumat yang kami perlukan untuk berjaya.</i>	1	2	3	4	5
17.	The hospital provides adequate technical training for my ward members. <i>Hospital menyediakan latihan teknikal yang mencukupi untuk warga kerja di wad saya.</i>	1	2	3	4	5
18.	Training is available for members of this ward when we need it <i>Latihan tersedia ada untuk warga kerja di wad ini apabila kami memerlukannya.</i>	1	2	3	4	5

SECTION D (BAHAGIAN D)

Team processes (Proses berpasukan)

The statements below are designed to capture your opinion on current colleagues in your ward. Team process is defined as 'members' interdependent acts that convert inputs to outcomes through cognitive, verbal, and behavioral activities directed toward organizing task work to achieve collective goals. Please indicate your level of agreement with each statement with (1) being Strongly Disagree and (5) Strongly Agree. Please circle the number as appropriate.

Penyataan berikut direka untuk mendapatkan pandangan anda tentang rakan sekerja semasa di wad anda bertugas. Proses berpasukan ditakrifkan sebagai "tindakan saling bergantung ahli yang menukarkan input kepada hasil melalui aktiviti-aktiviti kognitif, lisan, dan tingkah laku ke arah mencapai matlamat bersama. Sila nyatakan tahap kesetujuan anda untuk setiap pernyataan yang dinilai antara (1) Sangat Tidak Bersetuju dengan (5) Sangat Bersetuju. Sila bulatkan pilihan nombor yang bersesuaian.

Strongly Disagree *Sangat Tidak Bersetuju*

Strongly Agree *Sangat Bersetuju*

1.	Relevant information is exchanged openly among ward members. <i>Maklumat yang relevan dikongsi bersama secara terbuka dalam kalangan warga kerja di wad ini.</i>	1	2	3	4	5
2.	In general, it is difficult to approach other ward members. <i>Secara umumnya, sukar untuk saya mendekati rakan kerja di wad ini.</i>	1	2	3	4	5
3.	My ward members often criticize other members. <i>Rakan kerja di wad saya selalu mengkritik rakan sekerja yang lain.</i>	1	2	3	4	5

4.	Some individuals in this ward intentionally provide misleading information to other members. <i>Sesetengah rakan sekerja di wad ini sengaja memberikan maklumat yang mengelirukan kepada rakan kerja yang lain.</i>	1	2	3	4	5
5.	If disagreements arise, members in this ward are usually able to solve them. <i>Jika timbul perselisihan pendapat, warga kerja di wad ini biasanya dapat menyelesaikannya.</i>	1	2	3	4	5
6.	My ward members openly share their ideas with other ward members <i>Rakan kerja di wad saya berkongsi idea mereka secara terbuka dengan rakan kerja yang lain.</i>	1	2	3	4	5
7.	My ward members often fail to communicate information to each other. <i>Rakan kerja di wad saya selalu gagal menyampaikan maklumat kepada rakankerja yang lain.</i>	1	2	3	4	5
8.	Members of my ward have great confidence that the ward can perform effectively. <i>Warga kerja di wad saya yakin bahawa kami boleh melakukan tugas dengan berkesan.</i>	1	2	3	4	5
9.	My ward members can take on nearly any task and complete it. <i>Warga kerja di wad saya boleh melaksanakan dan menyempurnakan semua kerja tersebut.</i>	1	2	3	4	5
10.	My ward members has a lot of team spirit. <i>Warga kerja di wad saya mempunyai semangat berpasukan yang tinggi.</i>	1	2	3	4	5
11.	My ward members worked together in a well-coordinated fashion. <i>Warga kerja di wad saya bekerja bersama-sama dan seragam dalam melaksanakan kerja.</i>	1	2	3	4	5
12.	My ward members had very few misunderstandings about what to do. <i>Warga kerja di wad saya jarang berselisih faham tentang apa yang perlu dilaksanakan.</i>	1	2	3	4	5
13.	Members of my ward needed to backtrack and start over a lot. <i>Warga kerja di wad saya perlu berpatah balik dan perlu bermula semula.</i>	1	2	3	4	5

14.	Members of my ward accomplished the task smoothly and efficiently. <i>Warga kerja di wad saya menyempurnakan tugas dengan lancar dan cekap.</i>	1	2	3	4	5
15.	There was much confusion about how my ward members would accomplish the nursing duties. <i>Terdapat banyak kekeliruan tentang cara warga kerja di wad saya perlu melaksanakan tugas kejururawatan mereka.</i>	1	2	3	4	5

SECTION E (BAHAGIAN E)

The following information is required to assist us understand your responses. Please tick (✓) in the box or write your responses in the space provided.

Maklumat berikut diperlukan untuk membantu kami memahami maklum balas anda. Sila tandakan (✓) pada kotak atau tulis maklum balas anda pada ruang yang disediakan.

1. Gender (*Jantina*)

- 1 ☐ Male (*Lelaki*)
2 ☐ Female (*Perempuan*)

2. Highest nursing profession qualification (*Kelayakan profesion kejururawatan yang paling tinggi*)

- 1 ☐ Basic training (*Latihan asas*)
2 ☐ Post-basic training (*Latihan asas lanjutan*)
3 ☐ Others (*Lain-lain*); Please specify (*Sila nyatakan*) :

3. Highest academic qualification (*Kelayakan akademik yang paling tinggi*)

- 1 ☐ SPM (*SPM*)
2 ☐ Diploma (*Diploma*)
3 ☐ Bachelor's degree (*Ijazah Sarjana Muda*)
4 ☐ Others (*Lain-lain*) Please specify (*Sila nyatakan*) :

4. Ethnicity (*Etnik*)

- | | | |
|---|--|--|
| 1 | | Malay (<i>Melayu</i>) |
| 2 | | Chinese (<i>Cina</i>) |
| 3 | | Indian (<i>India</i>) |
| 4 | | Bumiputera (Sabah & Sarawak) |
| 5 | | Others (<i>Lain-lain</i>) Please specify (<i>Sila nyatakan</i>): |
- _____

5. Department/ Unit (*Jabatan/ Unit*) : _____
Please specify (*Sila nyatakan*)

6. Length of service in the current hospital (*Tempoh perkhidmatan di hospital sekarang*)
: _____ Please specify (*Sila nyatakan*)

7. Length of service in the nursing profession (*Tempoh perkhidmatan dalam profesion
kejururawatan*): _____ Please specify (*Sila nyatakan*)

8. Length of service in current ward (*Tempoh perkhidmatan di wad sekarang*)
: _____ Please specify (*Sila nyatakan*)

9. Length of service with current sister (*Tempoh perkhidmatan dengan ketua jururawat
sekarang*) : _____ Please specify (*Sila nyatakan*)

~ TERIMA KASIH ATAS KERJASAMA YANG DIBERIKAN ~

Appendix B2: Questionnaire Set B for Sister

SET B: SOAL SELIDIK UNTUK KETUA JURURAWAT



Tuan/Puan/Cik yang dihormati,

Saya Farah Lina Binti Azizan, pelajar Ijazah Doktor Falsafah (Pengurusan) dari Universiti Utara Malaysia. Saya sedang menjalankan penyelidikan PhD dan amat memerlukan maklum balas tuan/puan/cik. Kajian ini diperlukan untuk memenuhi keperluan ijazah saya dan saya berbesar hati sekiranya tuan/puan/cik dapat turut serta dalam tinjauan ini. Kajian ini bermatlamat untuk memberikan bukti empiris tentang bagaimana perbezaan pertukaran antara ketua dengan ahli mempengaruhi keberkesanan pasukan dengan menggunakan faktor dalam proses pasukan sebagai pengaruh perantaraan dalam kalangan jururawat dalam industri kesihatan di Malaysia.

Borang kaji selidik ini mempunyai tiga bahagian, iaitu bahagian A, bahagian B, dan bahagian C. Tuan/puan/cik diminta untuk melengkapkan borang kaji selidik ini. Bahagian A memperincikan pandangan anda tentang hubungan anda dengan pekerja bawahan anda. Bahagian A pula memerihalkan pandangan anda tentang prestasi pasukan, manakala Bahagian C merangkumi maklumat tentang latar belakang anda.

Kaji selidik ini mengambil masa lebih kurang 5-10 minit untuk dilengkapkan. Sila jawab setiap soalan dengan jujur dan teliti. Maklum balas anda akan DIRAHSIAKAN dan TIDAK DIDEBAHKAN. Semua data yang dikutip akan digunakan untuk tujuan ilmiah sahaja.

Sekiranya tuan/puan/cik mempunyai sebarang kemusykilan mengenai kajian ini, tuan/puan/cik bolehlah menghubungi penyelidik seperti berikut:

Farah Lina Azizan

Calon PhD

d/a:

School of Business Management, College of Business,
Universiti Utara Malaysia, Sintok, Kedah.

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SECTION A (BAHAGIAN A)

The following are descriptive statements regarding your perception on your relationships between you and your subordinate (staff nurse) in accordance with the reference number that you have set for each person. Please indicate the degree of your agreement or disagreement by circling the number as stated below.

Pernyataan berikut menjelaskan tentang hubungan anda dengan setiap jururawat terlatih (staff nurse) di bawah seliaan anda berpandukan nombor rujukan yang telah anda tetapkan bagi setiap seorang. Sila nyatakan tahap kesetujuan atau ketidaksetujuan anda dengan membulatkan nombor yang tertera di bawah.

Strongly Disagree *Sangat Tidak Bersetuju*

Strongly Agree *Sangat Bersetuju*

		Your staff nurse's reference number (No. rujukan jururawat terlatih anda)				
		No.	No.	No.	No.	No.
1.	I like this staff nurse very much as a person. <i>Saya sangat sukakan jururawat ini.</i>	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
2.	This staff nurse is the kind of person one would like to have as a friend. <i>Jururawat ini ialah seseorang yang boleh berkawan.</i>	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
3.	This staff nurse is a lot of fun to work with. <i>Jururawat ini seorang warga kerja yang memberi keseronokan untuk bekerja.</i>	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
4.	This staff nurse defends my decisions, even without complete knowledge of the issue in question. <i>Jururawat ini mempertahankan keputusan saya kepada pihak atasan meskipun beliau kurang maklumat yang lengkap tentang isu yang diketengahkan.</i>	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
5.	This staff nurse would come to my defence if I were 'attacked'	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

	by others. <i>Jururawat ini akan mempertahankan saya sekiranya saya "diserang" oleh orang lain.</i>					
6.	This staff nurse would defend me to others in the organization if I made an honest mistake. <i>Jururawat ini akan mempertahankan saya daripada kecaman pihak lain di hospital apabila saya melakukan kesilapan yang tidak disengajakan.</i>	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
7.	I provide support and resources for this staff nurse that goes beyond what is specified in my job description <i>Saya memberi sokongan dan sumber maklumat kepada jururawat ini lebih daripada apa yang ditentukan dalam tugas.</i>	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
8.	I am willing to apply extra efforts, beyond those normally required, to help this staff nurse meet his/her work goals. <i>Saya bersedia untuk menggandakan usaha yang lebih untuk mencapai matlamat kerja jururawat ini.</i>	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
9.	I do not mind working my hardest for this staff nurse. <i>Saya tidak kisah bekerja keras demi jururawat ini.</i>	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
10.	I am impressed with this staff nurse's knowledge of his/her job. <i>Saya kagum dengan pengetahuan yang dimiliki oleh jururawat ini.</i>	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

11.	I respect my staff nurse's knowledge of and competence on the job. <i>Saya hormati pengetahuan dan kemahiran kerja jururawat ini.</i>	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
12.	I admire this staff nurse's professional skills <i>Saya tertarik dengan kemahiran profesional jururawat ini.</i>	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

SECTION B (BAHAGIAN B)

The following are descriptive statements regarding team performance which refer to your ward unit. Please indicate your evaluation of ward performance under your supervision by circling the number stated below.

Pernyataan berikut merupakan pernyataan huraian berhubung prestasi pasukan yang merujuk prestasi unit wad anda. Sila nyatakan penilaian prestasi wad di bawah penyeliaan anda dengan membulatkan pilihan nombor yang bersesuaian yang diberikan seperti di bawah.

Strongly Disagree *Sangat Tidak Bersetuju*

Strongly Agree *Sangat Bersetuju*

1.	Working as a team in this ward improve patient satisfaction <i>Bekerja sebagai satu pasukan di wad ini meningkatkan kepuasan pesakit.</i>	1	2	3	4	5
2.	Staff nurse in this ward is very competent <i>Jururawat di wad ini sangat cekap.</i>	1	2	3	4	5
3.	Staff nurse in this ward has performed its job well <i>Jururawat di wad ini telah melaksanakan tugas dengan baik.</i>	1	2	3	4	5
4.	Staff nurse in this ward gets its work done very effectively <i>Jururawat di wad ini memastikan tugas dijalankan dengan berkesan.</i>	1	2	3	4	5
5.	Staff nurse in this ward can be depended on to meet their goals <i>Jururawat di wad ini boleh diharapkan untuk mencapai matlamat mereka.</i>	1	2	3	4	5
6.	Staff nurse in this ward cooperate to get work done <i>Jururawat di wad ini saling bekerjasama untuk memastikan tugas</i>	1	2	3	4	5

	<i>dapat dilaksanakan.</i>					
7.	I think that other sisters in the hospital view this ward as successful <i>Saya berpandangan yang ketua jururawat yang lain di hospital ini menganggap wad ini wad yang berjaya.</i>	1	2	3	4	5
8.	Staff nurse in this ward knows what to do to get their nursing duties done <i>Jururawat di wad ini tahu apa yang perlu dilakukan untuk memastikan tanggungjawab kejururawatan mereka dapat dilaksanakan.</i>	1	2	3	4	5
9.	This ward sets a good example of teamwork for other wards in the hospital <i>Wad ini menunjukkan contoh kerja berpasukan yang baik yang boleh diguna pakai oleh wad lain di hospital.</i>	1	2	3	4	5
10.	Staff nurse in this ward has developed processes to make them more effective in getting work done <i>Jururawat di wad ini dapat merangka proses kerja bagi memastikan tugas dapat dilaksanakan dengan lebih berkesan.</i>	1	2	3	4	5
11.	Staff nurse in this ward has well-defined processes for getting their work done. <i>Jururawat di wad ini mempunyai proses kerja yang terperinci bagi memastikan tugas mereka dapat dilaksanakan.</i>	1	2	3	4	5
12.	Staff nurse in this ward share information about their work with each other <i>Jururawat di wad ini saling berkongsi maklumat kerja di antara satu sama lain.</i>	1	2	3	4	5

SECTION C (BAHAGIAN C)

The following information is required to assist us understand your responses. Please tick (✓) in the box or write your responses in the space provided.

Maklumat berikut diperlukan untuk membantu kami memahami maklum balas anda. Sila tandakan (✓) pada kotak atau tulis maklum balas anda pada ruang yang disediakan.

1. Gender (*Jantina*)

- 1 ☐ Male (*Lelaki*)
2 ☐ Female (*Perempuan*)

2. Highest nursing profession qualification (*Kelayakan profesion kejururawatan yang paling tinggi*)

- 1 ☐ Basic training (*Latihan asas*)
2 ☐ Post-basic training (*Latihan asas lanjutan*)
3 ☐ Others (*Lain-lain*); Please specify (*Sila nyatakan*) :

3. Highest academic qualification (*Kelayakan akademik yang paling tinggi*)

- 1 ☐ SPM (*SPM*)
2 ☐ Diploma (*Diploma*)
3 ☐ Bachelor's degree (*Ijazah Sarjana Muda*)
4 ☐ Others (*Lain-lain*) Please specify (*Sila nyatakan*) :

4. Ethnicity (*Etnik*)

- 1 ☐ Malay (*Melayu*)
2 ☐ Chinese (*Cina*)
3 ☐ Indian (*India*)
4 ☐ Bumiputera (Sabah & Sarawak)
5 ☐ Others (*Lain-lain*) Please specify (*Sila nyatakan*):

5. Department/ Unit (*Jabatan/ Unit*) : _____
Please specify (*Sila nyatakan*)

6. Length of service in the current hospital (*Tempoh perkhidmatan di hospital sekarang*)
: _____ Please specify (*Sila nyatakan*)
7. Length of service in the nursing profession (*Tempoh perkhidmatan dalam profesion
kejururawatan*): _____ Please specify (*Sila nyatakan*)
8. Length of service in current ward (*Tempoh perkhidmatan di wad sekarang*)
: _____ Please specify (*Sila nyatakan*)

~ TERIMA KASIH ATAS KERJASAMA YANG DIBERIKAN ~



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No. rujukan Jururawat terlatih anda

****PANDUAN PENTING**

Setiap set borang soal selidik memerlukan kepadanan antara tuan/puan/cik dengan jururawat terlatih di bawah seliaan tuan/puan/cik. Saya amat berbesar hati sekiranya tuan/puan/cik dapat membantu saya. Saya mohon agar tuan/puan/cik dapat mengedarkan soal selidik kepada jururawat terlatih di bawah seliaan tuan/puan/cik berdasarkan nombor rujukan tuan/puan/cik.

Sebagai contohnya, sekiranya tuan/puan/cik diberikan 5 set borang soal selidik (SET A: versi jururawat terlatih), tuan/puan/cik perlu menetapkan setiap nombor rujukan kepada lima orang jururawat terlatih di bawah seliaan tuan/puan/cik, misalnya 001= Nurul, 002 = Mariam, 003 = Kartini, 004 = Aini, dan 005 = Siti. Tuan/puan/cik diminta untuk mengagihkan set soalan tersebut kepada jururawat yang berkenaan.

Terima kasih atas kerjasama dan bantuan yang diberikan.

Nombor Rujukan Yang Ditetapkan	Nama jururawat anda
No.	
No.	
No.	
No.	
No.	

****Lembaran tugas ini dirahsiakan serta hanya untuk kegunaan penyelidik dan rujukan anda sahaja. Terima kasih.***

SPSS OUTPUT

APPENDIXES C1- C12d



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Appendix C1: Staff Nurse Profile

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	58	4.6	4.6	4.6
	Female	969	95.4	95.4	100.0
	Total	1027	100.0	100.0	

Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	934	93.0	93.0	93.0
	Chinese	46	3.2	3.2	96.2
	Indian	29	2.3	2.3	98.6
	Sabah & Sarawak	11	.9	.9	99.4
	Others	7	.6	.6	100.0
	Total	1027	100.0	100.0	

Nursing Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Basic training	496	57.5	57.5	57.5
	Post-basic training	531	42.5	42.5	100.0
	Total	1027	100.0	100.0	

Unit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Anaesthesiology	63	5.0	5.0	5.0
	Cardiology	45	3.6	3.6	8.6
	Day care	67	5.4	5.4	14.0
	Dermatology	8	0.6	0.6	14.6
	Emergency & Trauma	24	2.0	2.0	16.6
	Ear,Nose & Throat	15	1.2	1.2	17.8
	General medical	130	12.6	12.6	30.4
	Nephrology	19	1.5	1.5	31.9
	Neurology	22	1.8	1.8	33.7
	Obstetrics&Gynaecology	146	19.2	19.2	52.9
	Ophthalmology	40	3.2	3.2	56.1
	Orthopaedic	112	9.0	9.0	65.1
	Operation theatre	41	3.3	3.3	68.4

Paediatric	124	18.0	18.0	86.4
Psychiatric	30	2.4	2.4	88.8
Respiratory	15	1.2	1.2	90.0
Surgery	126	10.0	10.0	100.0
Total	1027	100.0	100.0	

Descriptive Statistics

	Age	Organizational tenure	Job tenure	Team tenure	Experience with current sister
N Valid	1027	1027	1027	1027	1027
Missing	0	0	0	0	0
Mean	37.5234	6.9331	8.6542	4.4838	3.0732
Std. Deviation	9.0721	6.5811	7.5915	4.2412	3.2315
Minimum	22.00	2.00	2.00	1.00	1.00
Maximum	57.00	33.00	35.00	18.00	15.00



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Appendix C2: Supervisor Profile

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	214	100.0	100.0	100.0

Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	183	87.6	87.6	87.6
	Chinese	17	6.7	6.7	94.3
	Indian	14	5.7	5.7	100.0
	Total	214	100.0	100.0	

Nursing Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Basic training	35	13.9	13.9	13.9
	Post-basic training	179	86.1	86.1	100.0
	Total	214	100.0	100.0	

Unit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Anaesthesiology	13	5.3	5.3	5.3
	Cardiology	8	3.3	3.3	8.6
	Day care	11	4.5	4.5	13.1
	Dermatology	2	0.9	0.9	14.0
	Emergency & Trauma	5	2.0	2.0	16.0
	Ear,Nose & Throat	3	1.2	1.2	17.2
	General medical	21	11.5	11.5	28.7
	Nephrology	2	0.9	0.9	29.6
	Neurology	5	2.0	2.0	31.6
	Obstetrics&Gynaecology	37	18.8	18.8	50.4
	Ophthalmology	8	3.3	3.3	53.7
	Orthopaedic	18	7.2	7.2	60.9
	Operation theatre	6	2.4	2.4	63.3

Paediatric	34	17.5	17.5	80.8
Psychiatric	5	2.0	2.0	82.8
Respiratory	3	1.2	1.2	84.0
Surgery	15	16.0	16.0	100.0
Total	214	100.0	100.0	

Descriptive Statistics

	Age	Organizational tenure	Job tenure	Team tenure
N Valid	214	214	214	214
Missing	0	0	0	0
Mean	48.5534	6.2502	16.9841	5.1221
Std. Deviation	5.8403	7.0902	10.5142	4.8705
Minimum	26.00	2.00	2.00	2.00
Maximum	55.00	30.00	38.00	17.00

Descriptive Statistics

	N	Mean	Std. Deviation
GroupSize	214	37.931	4.2420
ExpService_hosp_mean	214	7.0523	3.9212
ExpService_ward_mean	214	4.5124	3.7632
ExpService_sister_mean	214	3.2610	2.8703
Age_mean	214	4.6602	.57254
Valid N (listwise)	214		

Appendix C3: Non-response Bias

Group Statistics

	Response	N	Mean	Std. Deviation	Std. Error Mean
Team Viability	1.00	580	3.5912	.64835	.02399
	2.00	447	3.5728	.65086	.02741
Team Satisfaction	1.00	580	3.9509	.52529	.01960
	2.00	447	3.9593	.53651	.02343
LMX Member-rate	1.00	580	3.8812	.53404	.02015
	2.00	447	3.8836	.52270	.02232
LMX Leader-rate	1.00	580	4.0493	.60188	.02259
	2.00	447	4.0022	.61926	.02670
Management Process	1.00	580	3.7356	.62985	.02341
	2.00	447	3.7132	.61336	.02606
Organizational Culture	1.00	580	3.4972	.68824	.02605
	2.00	447	3.5059	.67941	.02929
Organizational System	1.00	580	3.6295	.65748	.02494
	2.00	447	3.6315	.66349	.02813
Cooperative Communication	1.00	580	3.7341	.61438	.02302
	2.00	447	3.7230	.62263	.02658
Group Potency	1.00	580	3.9637	.59823	.02226
	2.00	447	3.9461	.59034	.02537
Team Coordination	1.00	580	3.7106	.55872	.02052
	2.00	447	3.6973	.56099	.02406

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Team Viability	Equal variances assumed	.114	.735	1.271	1025	.204	.04635	.03646	-.02517	.11788
	Equal variances not assumed			1.272	959.518	.204	.04635	.03643	-.02513	.11783
Team Satisfaction	Equal variances assumed	.950	.330	.548	1025	.584	.01665	.03038	-.04296	.07625
	Equal variances not assumed			.545	931.741	.586	.01665	.03055	-.04329	.07659
LMX Member-rate	Equal variances assumed	.569	.451	.119	1025	.906	.00359	.03023	-.05571	.06289
	Equal variances not assumed			.119	977.052	.905	.00359	.03007	-.05541	.06259

LMX Leader-rate	Equal variances assumed	.029	.865	1.353	1025	.176	.04713	.03483	-.02121	.11547
	Equal variances not assumed			1.348	938.937	.178	.04713	.03497	-.02149	.11574
Management Process	Equal variances assumed	1.842	.175	1.831	1025	.067	.06441	.03518	-.00461	.13344
	Equal variances not assumed			1.839	974.381	.066	.06441	.03503	-.00431	.13314
Organizational Culture	Equal variances assumed	.362	.548	.618	1025	.537	.02429	.03932	-.05285	.10143
	Equal variances not assumed			.620	968.758	.536	.02429	.03920	-.05262	.10121
Organizational System	Equal variances assumed	.527	.468	1.089	1025	.277	.04102	.03769	-.03291	.11496
	Equal variances not assumed			1.091	966.853	.275	.04102	.03759	-.03273	.11478
Cooperative Communication	Equal variances assumed	.008	.928	.913	1025	.361	.03208	.03514	-.03686	.10102
	Equal variances not assumed			.912	953.156	.362	.03208	.03517	-.03691	.10108
Group Potency	Equal variances assumed	.011	.917	.817	1025	.414	.02761	.03379	-.03868	.09390
	Equal variances not assumed			.818	961.144	.413	.02761	.03375	-.03861	.09383
Team Coordination	Equal variances assumed	.000	.987	.853	1025	.394	.02688	.03153	-.03497	.08874
	Equal variances not assumed			.850	943.942	.395	.02688	.03162	-.03515	.08892

Group Statistics

	Response	N	Mean	Std. Deviation	Std. Error Mean
Team Performance	1.00	119	4.3032	.48223	.02538
	2.00	95	4.2512	.54643	.02403

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Team Performance	Equal variances assumed	.176	.675	7.468	212	.675	.26108	.03496	.19247	.32970
	Equal variances not assumed			7.469	210.518	.712	.26108	.03496	.19247	.32969



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Appendix C4: Normality test

Descriptives			Statistic	Std. Error
Team Viability	Mean		3.5626	.02183
	95% Confidence Interval for Mean	Lower Bound	3.5178	
		Upper Bound	3.6035	
	5% Trimmed Mean		3.5685	
	Median		3.5714	
	Variance		.416	
	Std. Deviation		.64309	
	Minimum		1.29	
	Maximum		5.00	
	Range		3.71	
	Interquartile Range		.86	
	Skewness		-.279	.083
	Kurtosis		.328	.166
Team Satisfaction	Mean		3.9201	.01780
	95% Confidence Interval for Mean	Lower Bound	3.8856	
		Upper Bound	3.9563	
	5% Trimmed Mean		3.9272	
	Median		3.8571	
	Variance		.283	
	Std. Deviation		.52280	
	Minimum		2.14	
	Maximum		5.00	
	Range		2.86	
	Interquartile Range		.71	
	Skewness		-.118	.083
	Kurtosis		.212	.166
Management Process	Mean		3.7301	.02113
	95% Confidence Interval for Mean	Lower Bound	3.6697	
		Upper Bound	3.7526	
	5% Trimmed Mean		3.7125	
	Median		3.6667	
	Variance		.390	
	Std. Deviation		.61919	
	Minimum		2.00	
	Maximum		5.00	

Organizational Culture	Range		3.00	
	Interquartile Range		.67	
	Skewness		.012	.083
	Kurtosis		-.211	.166
	Mean		3.4834	.02209
	95% Confidence Interval for Mean	Lower Bound	3.4411	
		Upper Bound	3.5318	
	5% Trimmed Mean		3.4782	
	Median		3.5000	
	Variance		.465	
	Std. Deviation		.66809	
	Minimum		1.67	
	Maximum		5.00	
	Range		3.33	
	Interquartile Range		1.00	
	Skewness		.080	.083
	Kurtosis		-.230	.166
Organizational System	Mean		3.6067	.02264
	95% Confidence Interval for Mean	Lower Bound	3.5673	
		Upper Bound	3.6561	
	5% Trimmed Mean		3.6160	
	Median		3.6667	
	Variance		.447	
	Std. Deviation		.65188	
	Minimum		1.67	
	Maximum		5.00	
	Range		3.33	
	Interquartile Range		.83	
	Skewness		-.016	.083
	Kurtosis		.195	.166
Cooperative Communication	Mean		3.7304	.02082
	95% Confidence Interval for Mean	Lower Bound	3.6926	
		Upper Bound	3.7743	
	5% Trimmed Mean		3.7225	
	Median		3.7143	
	Variance		.378	
	Std. Deviation		.61216	
	Minimum		2.57	
	Maximum		5.00	
	Range		2.43	
	Interquartile Range		1.14	
	Skewness		.148	.083
	Kurtosis		-1.071	.166

Group Potency	Mean		3.9516	.02010
	95% Confidence Interval for Mean	Lower Bound	3.9231	
		Upper Bound	4.0020	
	5% Trimmed Mean		3.9682	
	Median		4.0000	
	Variance		.353	
	Std. Deviation		.59178	
	Minimum		2.33	
	Maximum		5.00	
	Range		2.67	
	Interquartile Range		.67	
	Skewness		-.107	.083
	Kurtosis		-.203	.166
Team Coordination	Mean		3.2722	.01498
	95% Confidence Interval for Mean	Lower Bound	3.6682	
		Upper Bound	3.7403	
	5% Trimmed Mean		3.6964	
	Median		3.6000	
	Variance		.295	
	Std. Deviation		.43818	
	Minimum		1.40	
	Maximum		5.00	
	Range		3.60	
	Interquartile Range		.80	
	Skewness		.622	.083
	Kurtosis		.062	.166
LMX Member-rate	Mean		3.8671	.01710
	95% Confidence Interval for Mean	Lower Bound	3.8366	
		Upper Bound	3.9076	
	5% Trimmed Mean		3.8670	
	Median		3.9167	
	Variance		.286	
	Std. Deviation		.52587	
	Minimum		2.67	
	Maximum		5.00	
	Range		2.33	
	Interquartile Range		.75	
	Skewness		.082	.083
	Kurtosis		-.411	.166
LMX Leader-rate	Mean		4.0175	.03540
	95% Confidence Interval for Mean	Lower Bound	3.9785	
		Upper Bound	4.0625	

5% Trimmed Mean	4.0510	
Median	4.0000	
Variance	.400	
Std. Deviation	.59017	
Minimum	1.92	
Maximum	5.00	
Range	3.08	
Interquartile Range	.83	
Skewness	-.504	.148
Kurtosis	.290	.166

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Team Viability	.076	1021	.000	.923	1021	.000
Team Satisfaction	.096	1021	.000	.973	1021	.000
LMX Member-rate	.106	1021	.000	.977	1021	.000
LMX Leader-rate	.089	1021	.000	.948	1021	.000
Management Process	.081	1021	.000	.984	1021	.000
Organizational Culture	.074	1021	.000	.984	1021	.000
Organizational System	.124	1021	.000	.969	1021	.000
Cooperative Communication	.115	1021	.000	.958	1021	.000
Group Potency	.225	1021	.000	.916	1021	.000
Team Coordination	.163	1021	.000	.947	1021	.000

a. Lilliefors Significance Correction

Descriptives

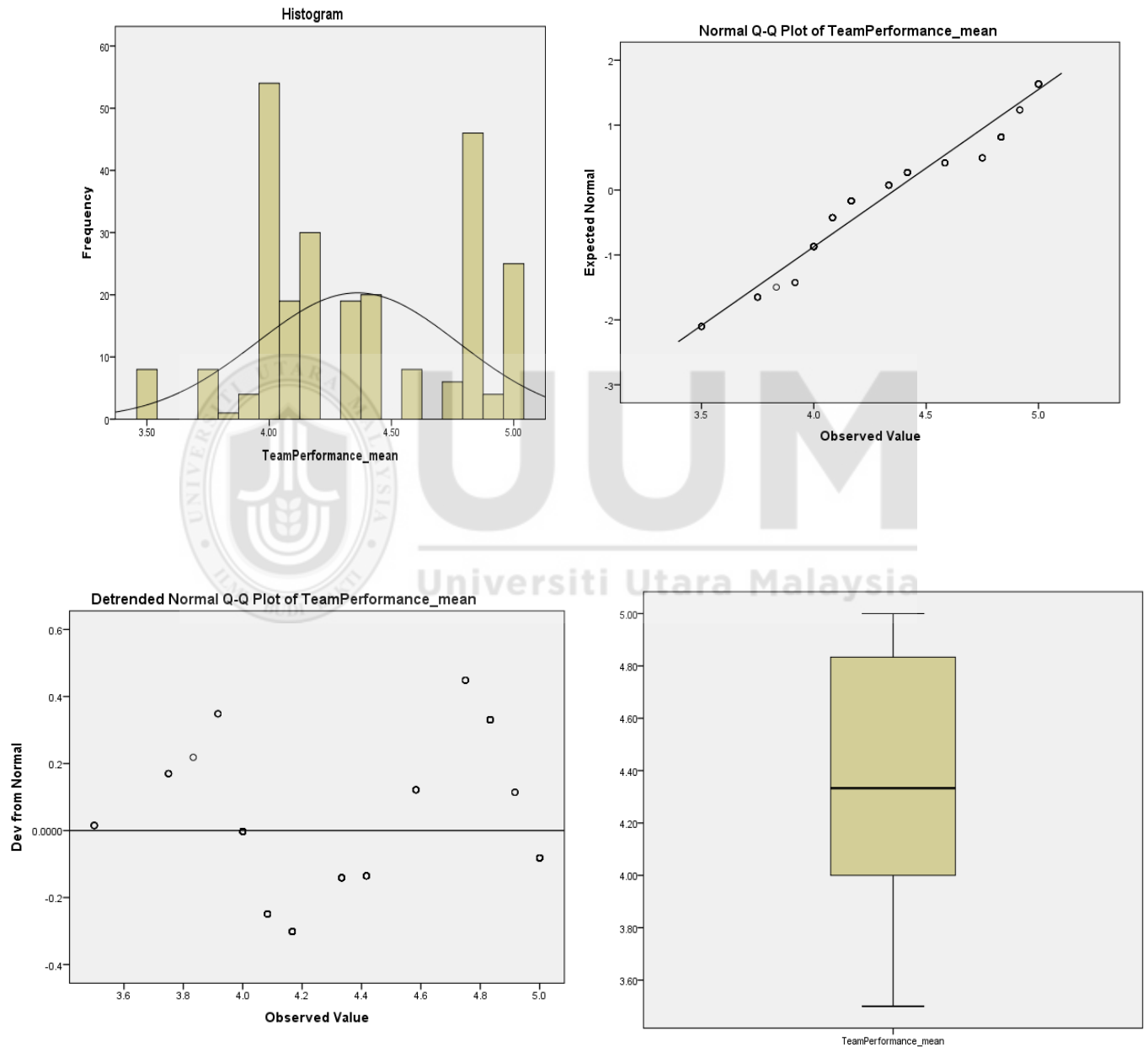
			Statistic	Std. Error
Team Performance	Mean		4.2758	.03098
	95% Confidence Interval for Mean	Lower Bound	4.3096	
		Upper Bound	4.4120	
	5% Trimmed Mean		4.3680	
	Median		4.3333	
	Variance		.170	
	Std. Deviation		.50048	
	Minimum		3.50	
	Maximum		5.00	
	Range		1.50	
	Interquartile Range		.83	
	Skewness		-.369	.148
	Kurtosis		-.370	.294

Tests of Normality

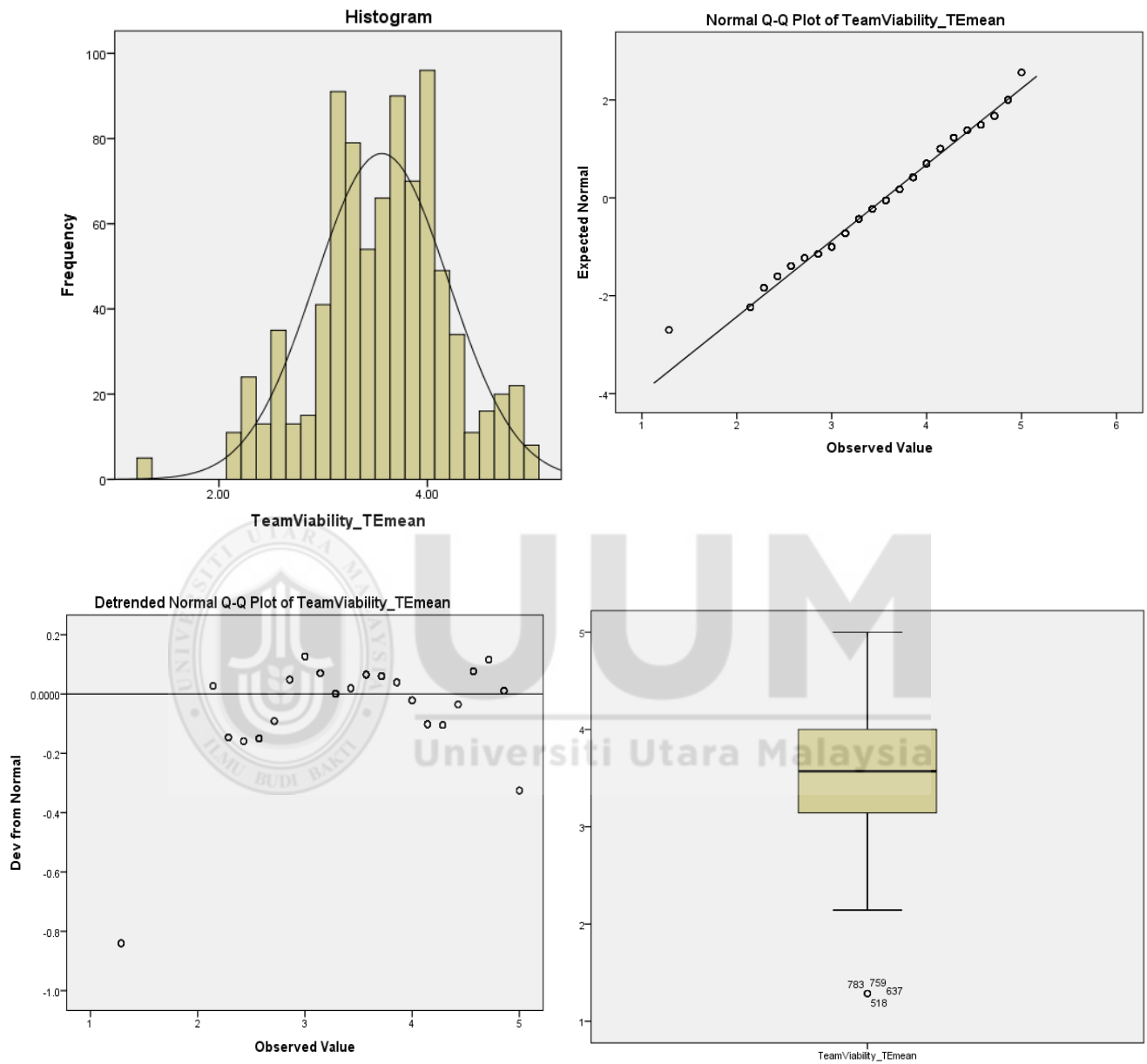
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Team Performance	.143	214	.000	.923	214	.000

a. Lilliefors Significance Correction

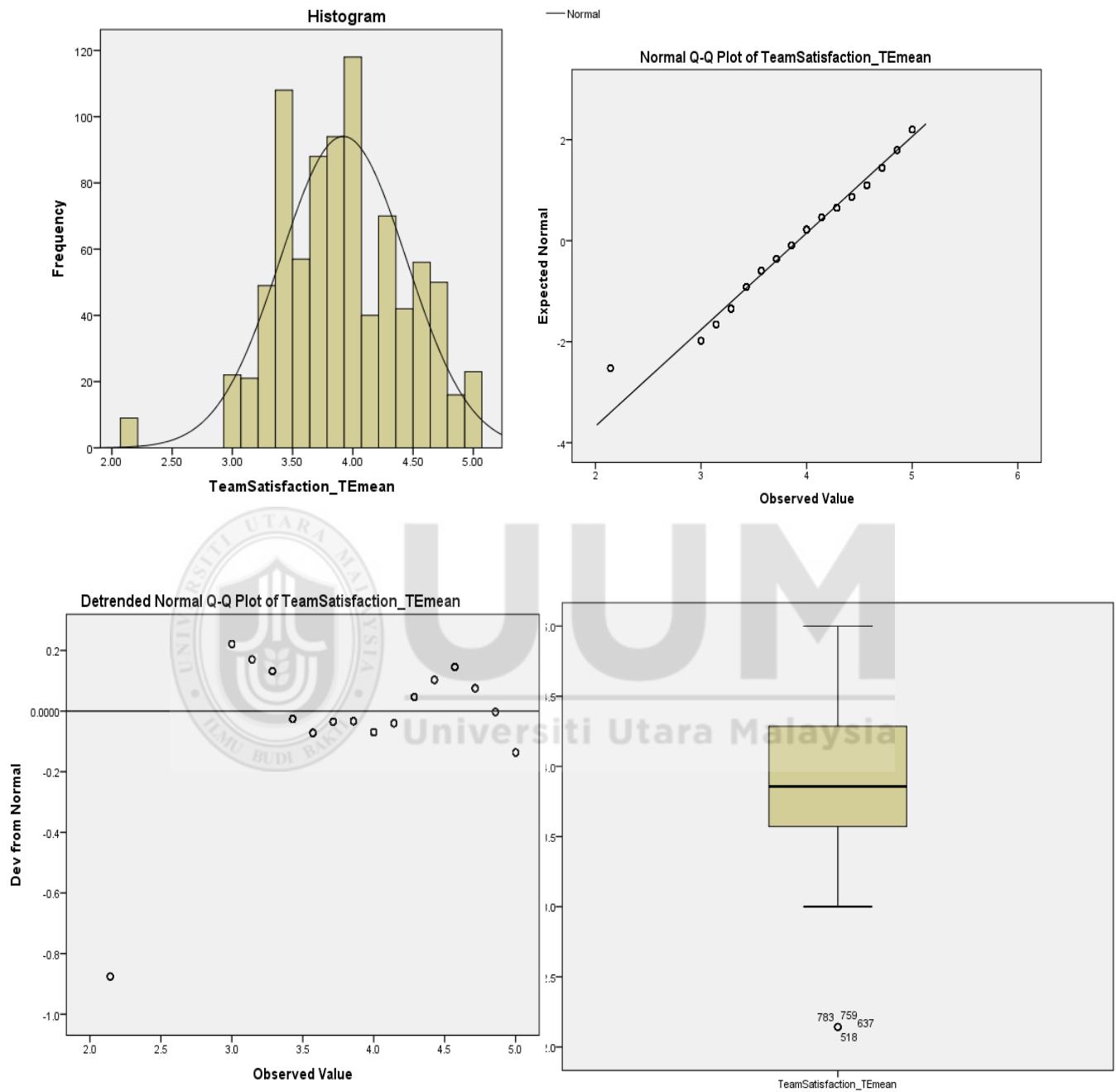
Team Effectiveness (Team Performance)



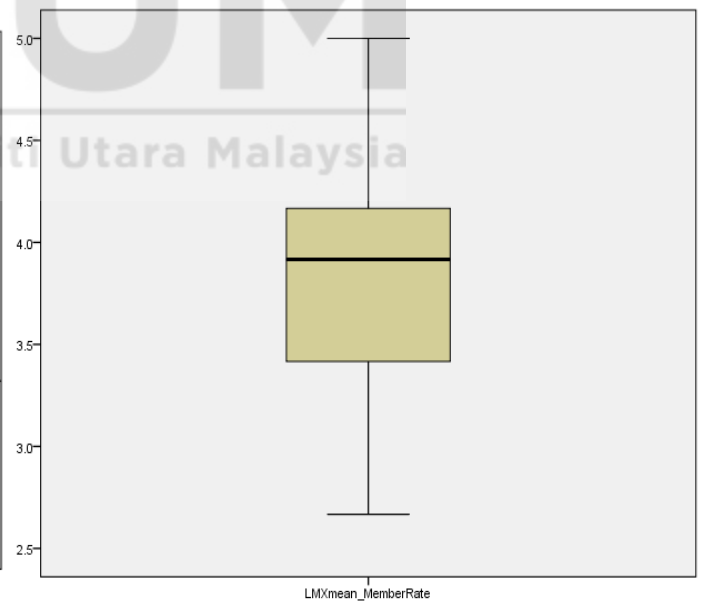
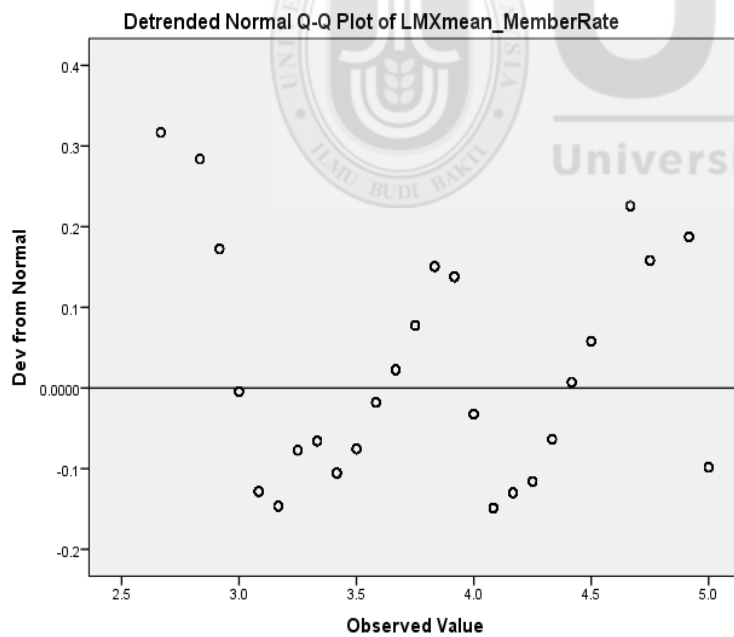
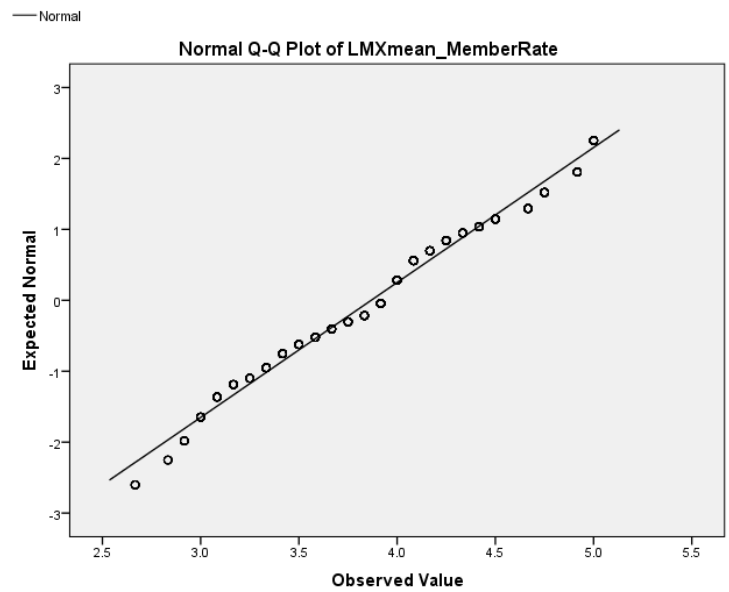
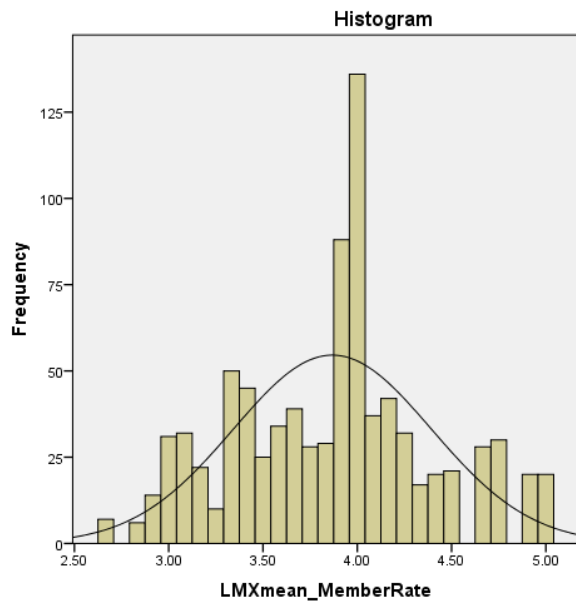
Team Effectiveness (Team Viability)



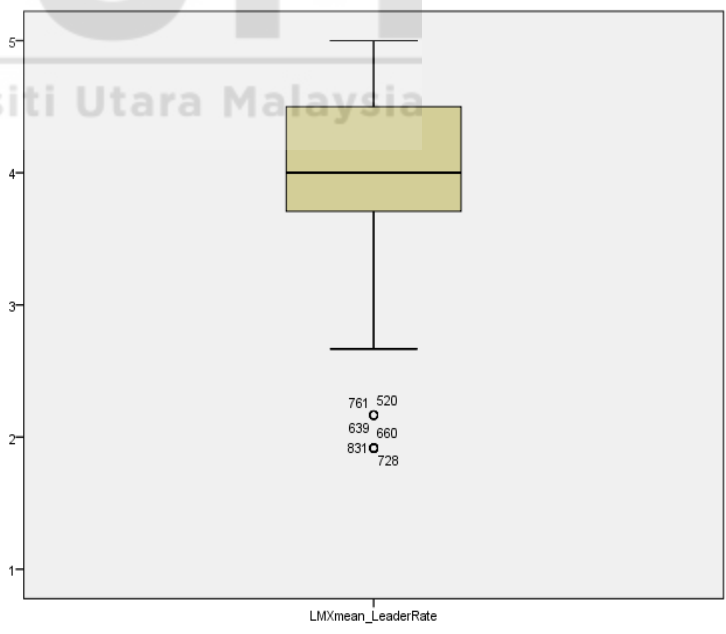
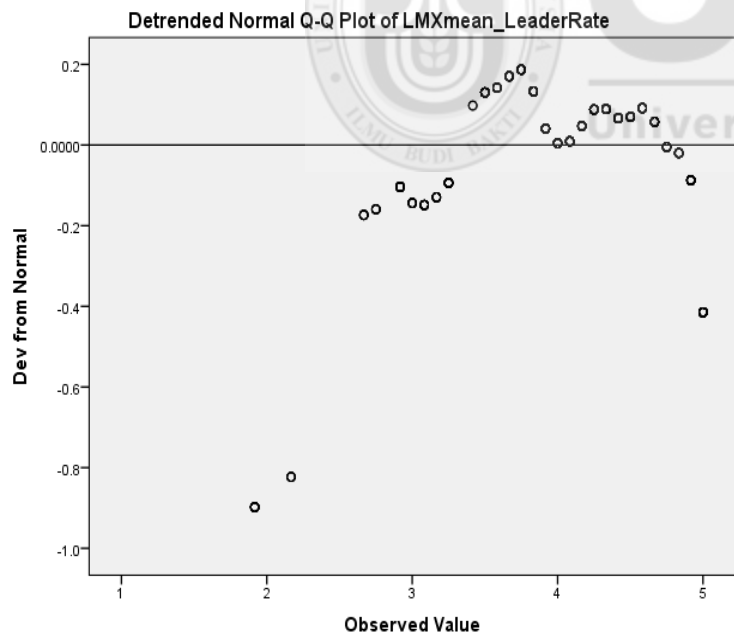
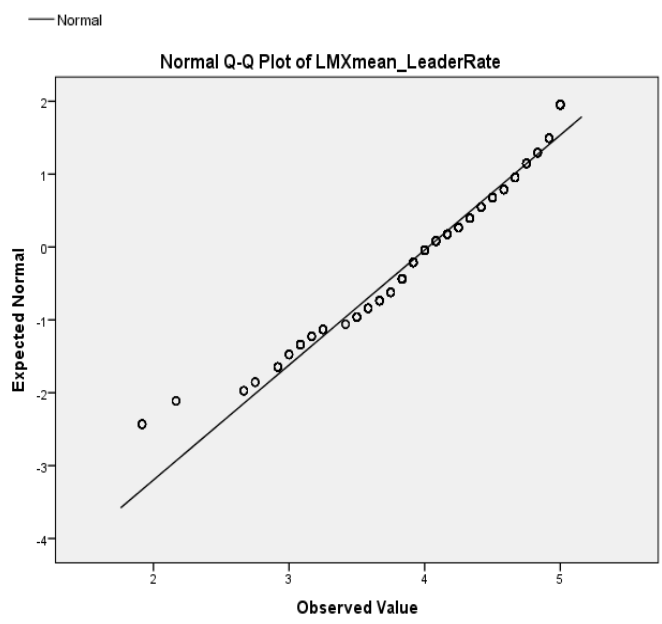
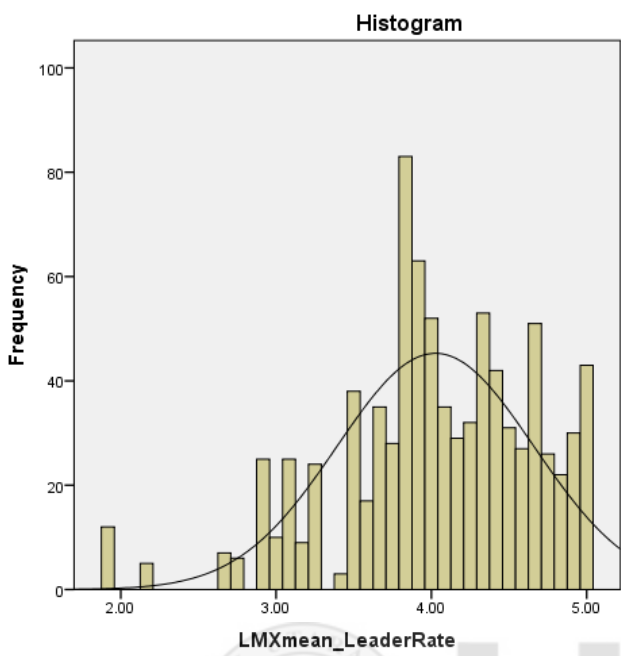
Team Effectiveness (Team Satisfaction)



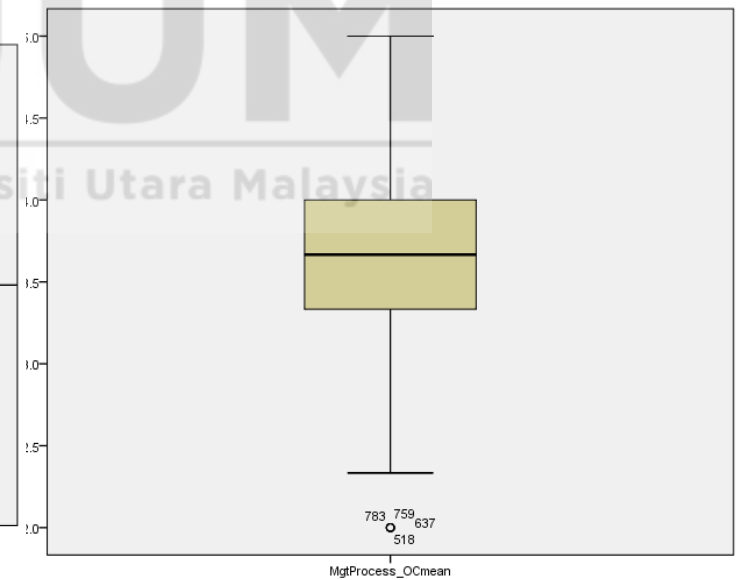
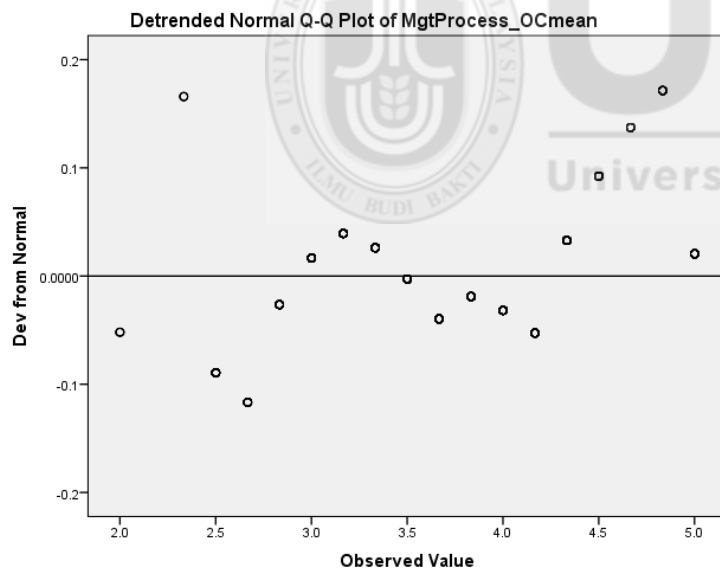
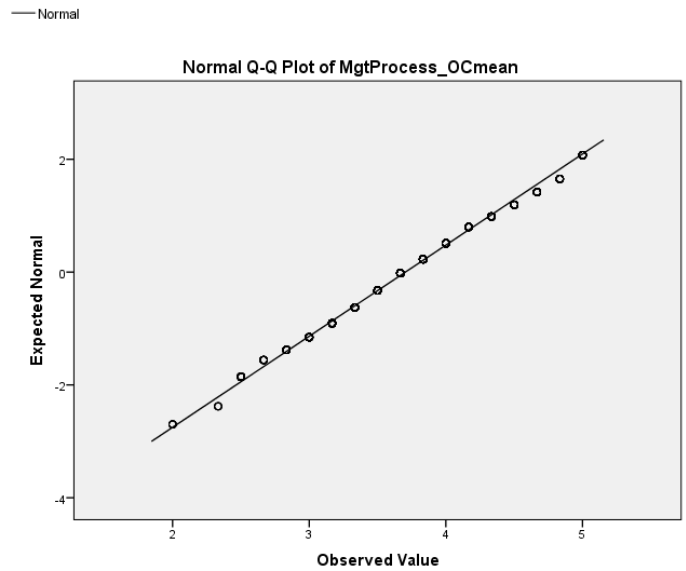
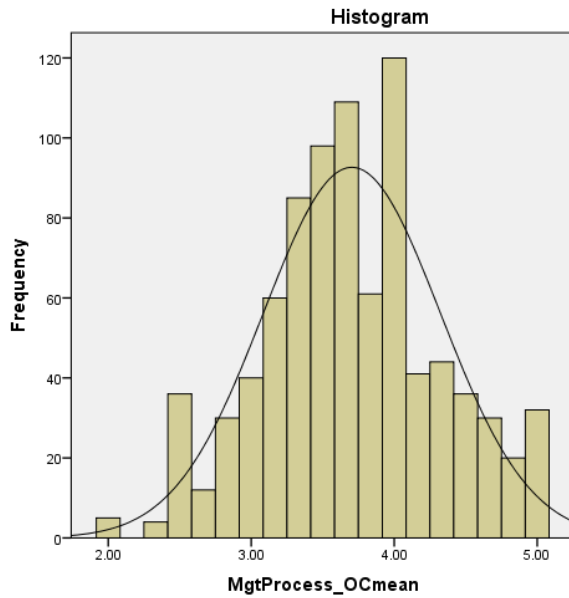
LMX Member-rate



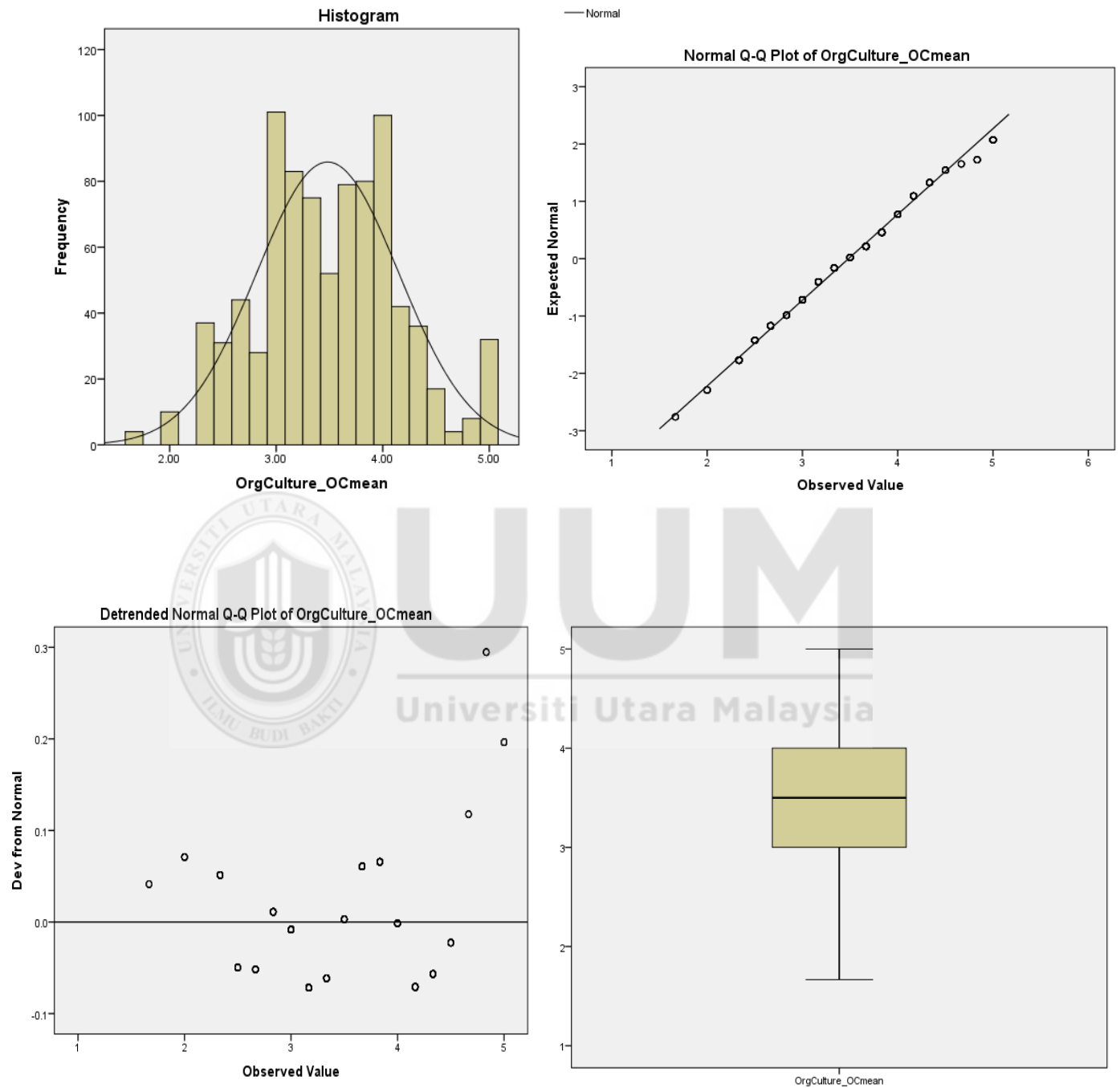
LMX Leader-rate



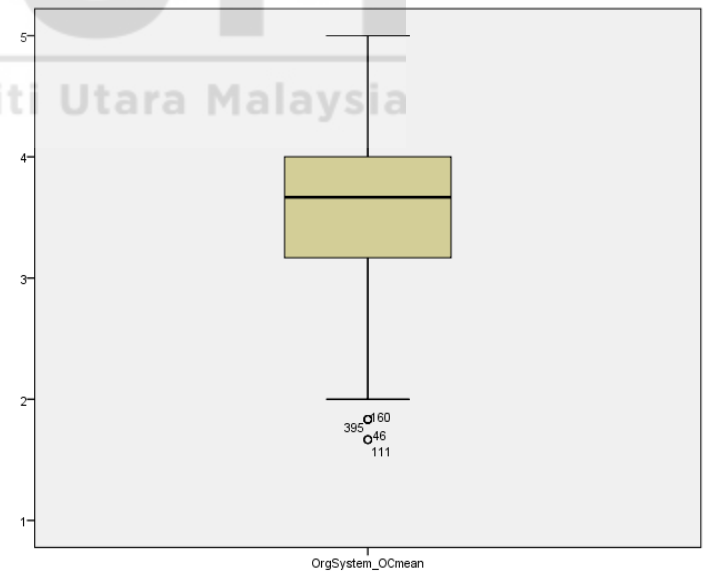
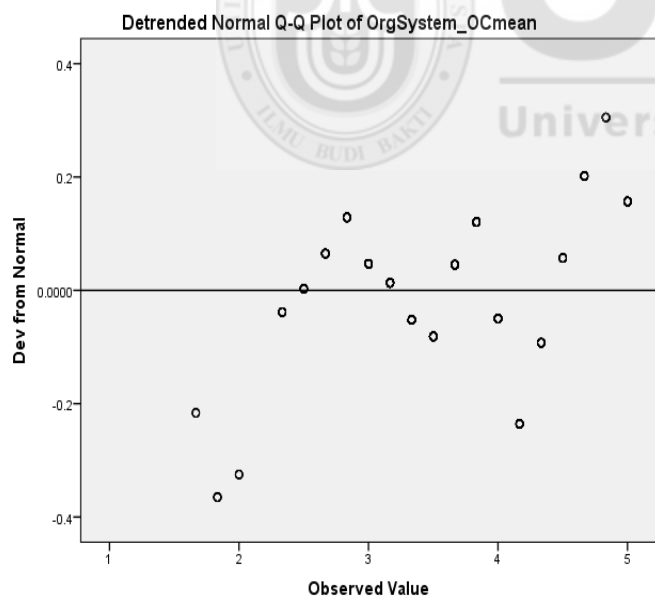
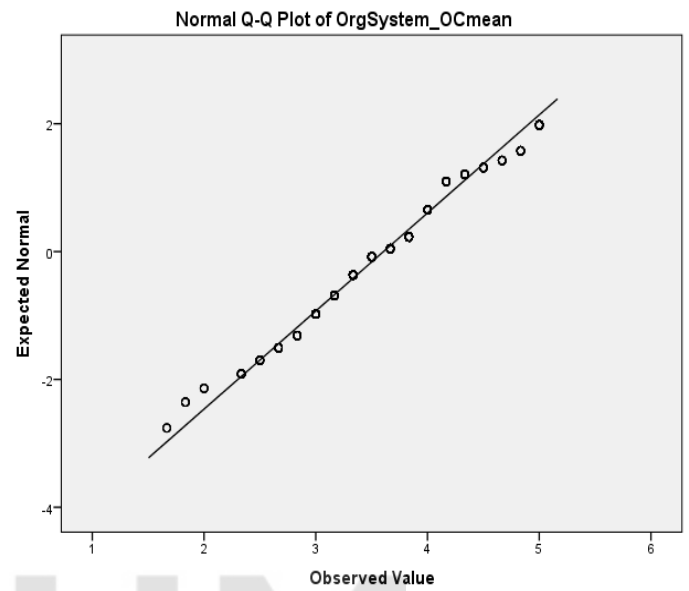
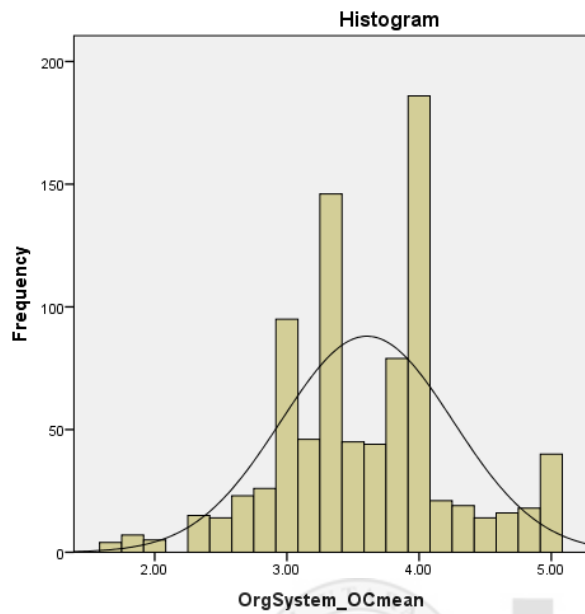
Organizational Context (Management Process)



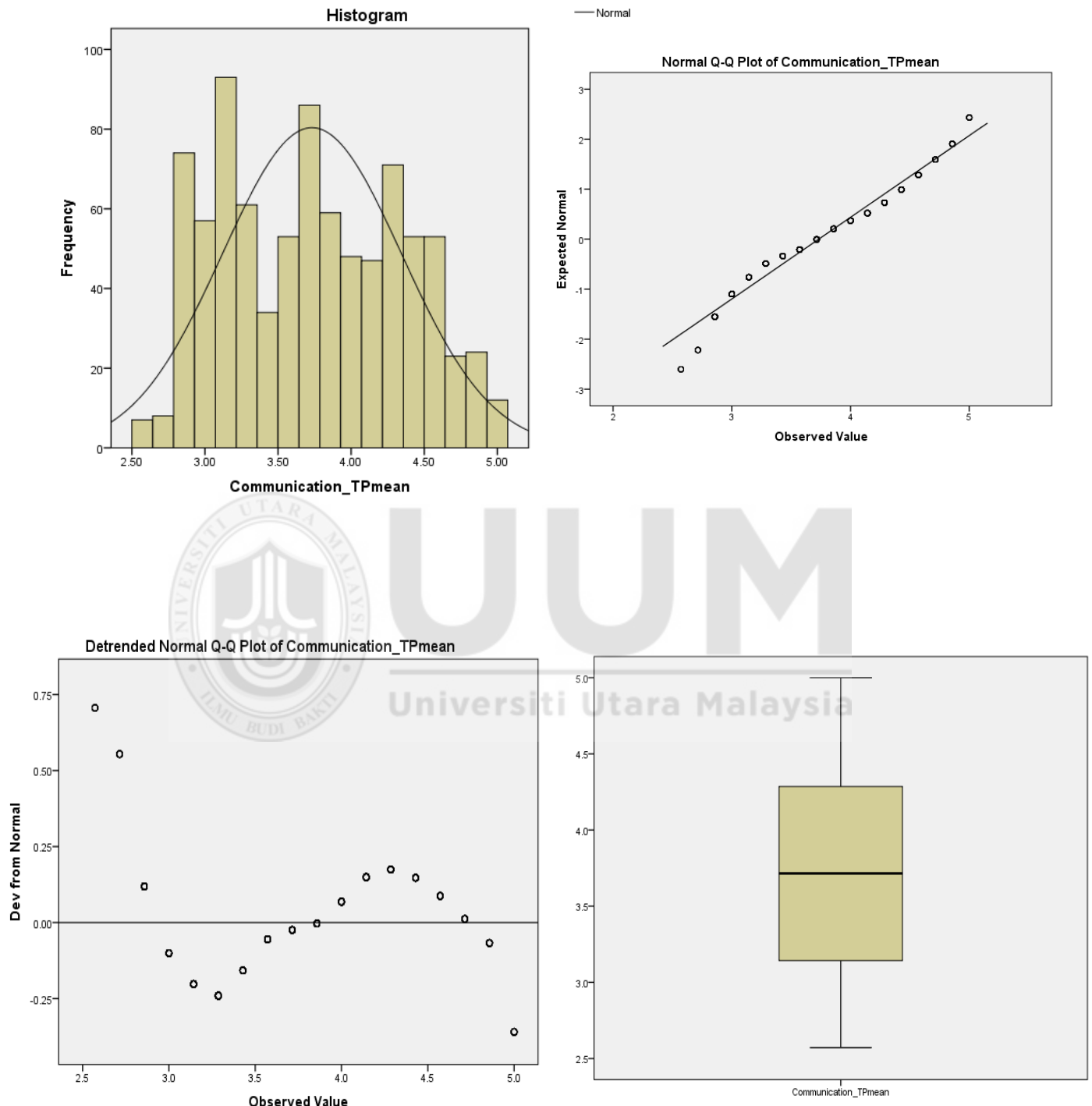
Organizational Context (Organizational Culture)



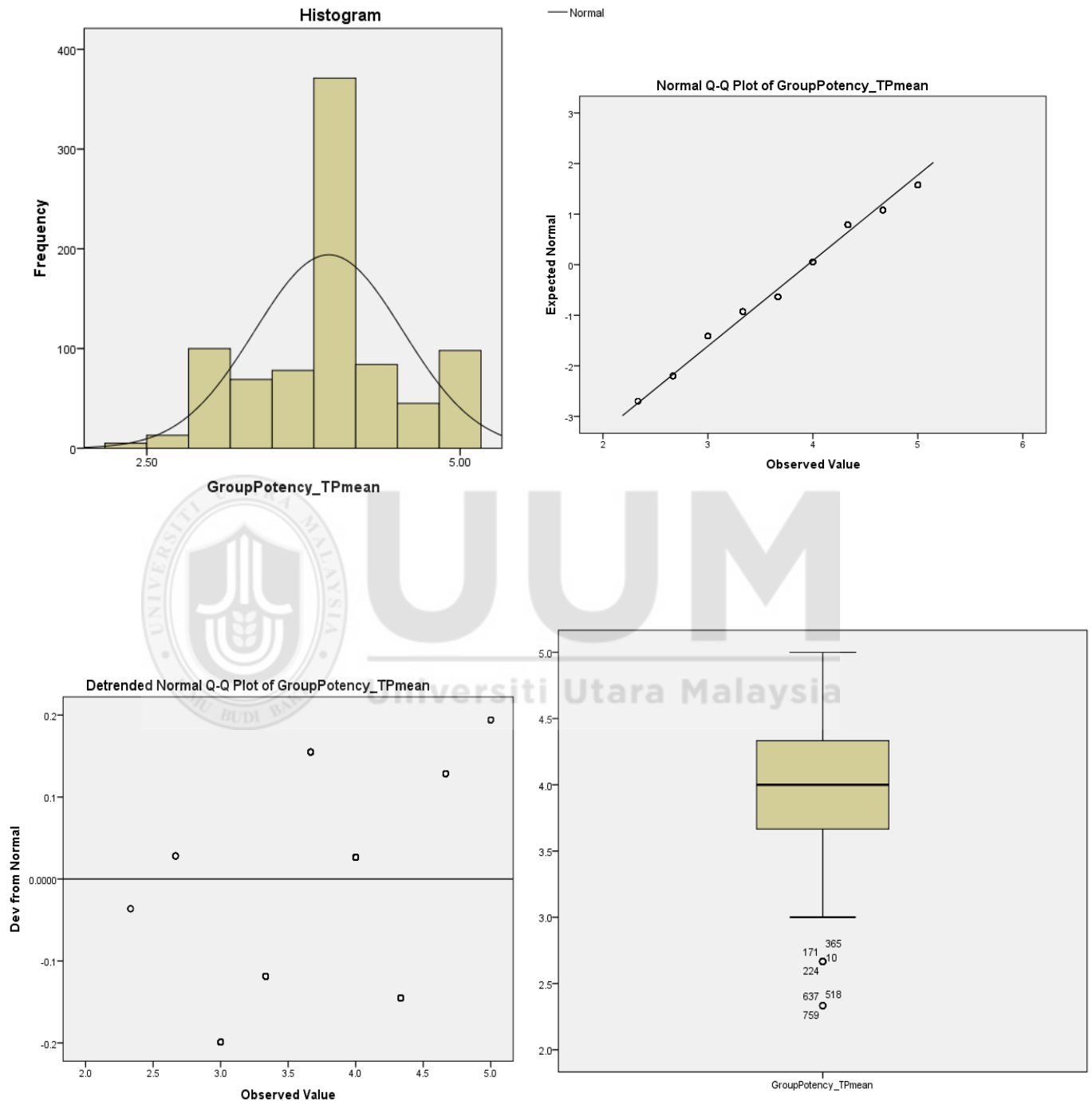
Organizational Context (Organizational System)



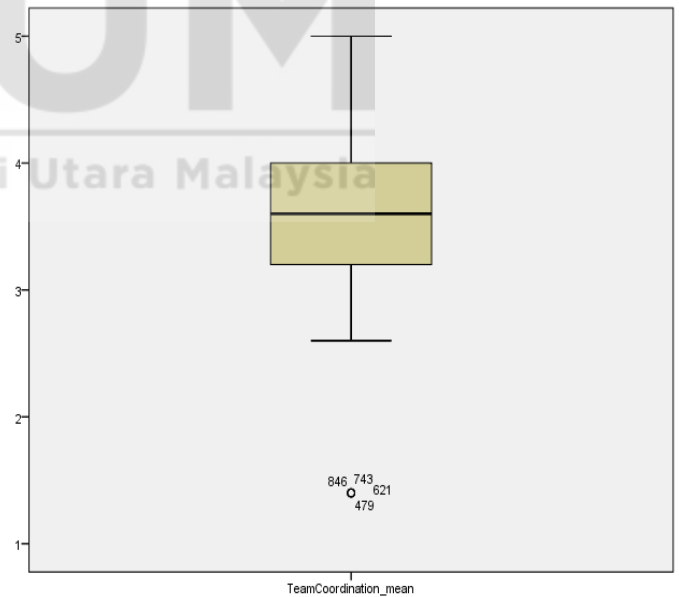
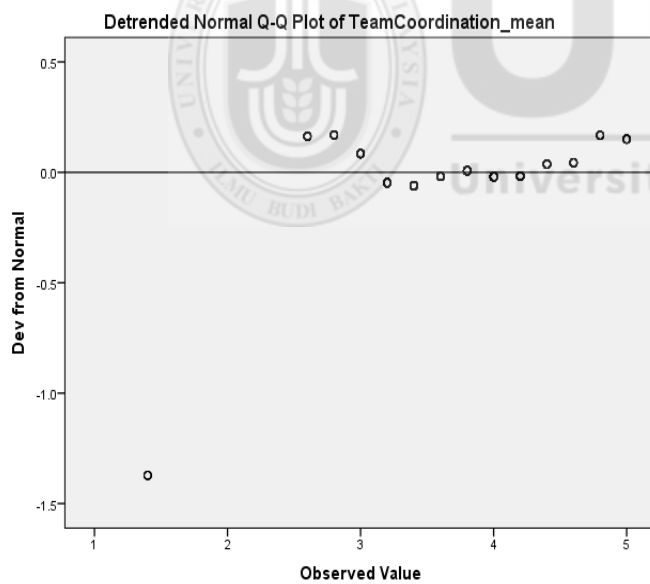
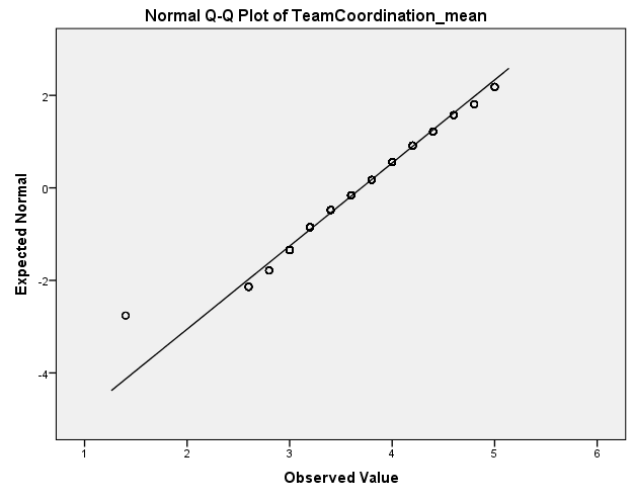
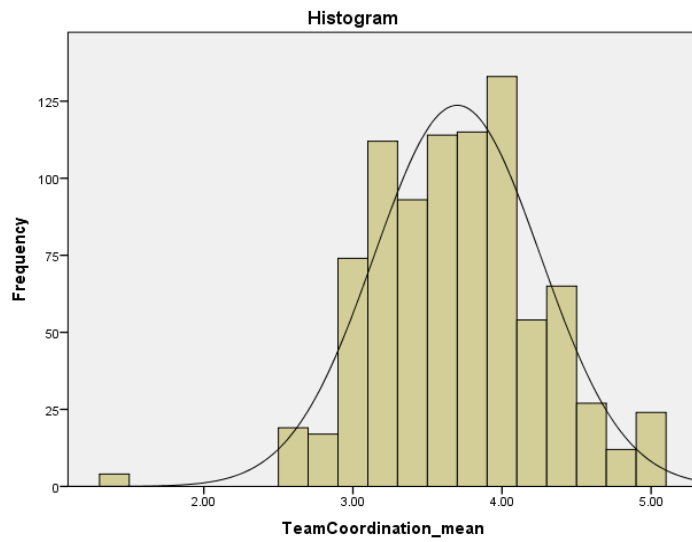
Team Processes (Cooperative Communication)



Team Processes (Group Potency)



Team Processes (Team Coordination)



Appendix C5: Homoscedasticity

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
TV1	10.405	4	1021	.000
TV2	2.069	4	1021	.135
TV3	13.993	4	1021	.003
TV4	11.014	4	1021	.001
TV5	49.823	4	1021	.000
TV6	10.431	4	1021	.000
TV7	6.233	4	1021	.000
TS1	1.086	4	1021	.318
TS2	24.668	4	1021	.000
TS3	10.628	4	1021	.000
TS4	12.874	4	1021	.000
TS5	1.296	4	1021	.087
TS6	2.572	4	1021	.115
TS7	4.613	4	1021	.071
LMX1	3.745	4	1021	.068
LMX2	2.776	4	1021	.120
LMX3	2.179	4	1021	.087
LMX4	2.161	4	1021	.100
LMX5	4.163	4	1021	.075
LMX6	4.431	4	1021	.061
LMX7	1.282	4	1021	.057
LMX8	1.732	4	1021	.140
LMX9	4.624	4	1021	.378
LMX10	3.306	4	1021	.110
LMX11	1.857	4	1021	.120
LMX12	1.703	4	1021	.246
MP1	1.704	4	1021	.192
MP2	4.589	4	1021	.061
MP3	1.308	4	1021	.313
MP4	4.592	4	1021	.101
MP5	3.141	4	1021	.064
MP6	3.477	4	1021	.449
Culture1	1.014	4	1021	.311
Culture2	.529	4	1021	.816
Culture3	.126	4	1021	.682
Culture4	2.395	4	1021	.119
Culture5	2.770	4	1021	.271
Culture6	.018	4	1021	.889
OS1	3.915	4	1021	.094
OS2	3.368	4	1021	.129
OS3	3.114	4	1021	.215
OS4	.869	4	1021	.370
OS5	1.088	4	1021	.196
OS6	3.237	4	1021	.120
CC1	.876	4	1021	.900
CC2	8.882	4	1021	.000
CC3	16.144	4	1021	.000
CC4	9.795	4	1021	.000
CC5	2.808	4	1021	.081
CC6	.895	4	1021	.562
CC7	1.765	4	1021	.310
GP1	.894	4	1021	.587
GP2	1.329	4	1021	.205

GP3	2.747	4	1021	.091
TC1	2.103	4	1021	.410
TC2	.770	4	1021	.594
TC3	.545	4	1021	.613
TC4	.185	4	1021	.776
TC5	1.505	4	1021	.307
LeaderRate_LMX1	.048	4	1021	.765
LeaderRate_LMX2	.544	4	1021	.676
LeaderRate_LMX3	.586	4	1021	.465
LeaderRate_LMX4	2.037	4	1021	.130
LeaderRate_LMX5	2.446	4	1021	.224
LeaderRate_LMX6	.686	4	1021	.922
LeaderRate_LMX7	1.886	4	1021	.119
LeaderRate_LMX8	4.717	4	1021	.371
LeaderRate_LMX9	1.989	4	1021	.000
LeaderRate_LMX10	3.467	4	1021	.960
LeaderRate_LMX11	1.961	4	1021	.098
LeaderRate_LMX12	3.901	4	1021	.074

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
TP1	1072.526	3	214	.000
TP2	.673	3	214	.507
TP3	.778	3	214	.507
TP4	.067	3	214	.994
TP5	8.357	3	214	.000
TP6	3.989	3	214	.078
TP7	1.168	3	214	.320
TP8	.163	3	214	.921
TP9	.511	3	214	.675
TP10	.647	3	214	.401
TP11	3.054	3	214	.069
TP12	1.700	3	214	.168

Appendix C6: Multicollinearity

Coefficients ^a								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1 (Constant)	1.069	.188		5.672	.000			
TV2	-.086	.022	-.140	-3.834	.000	.213	4.705	
TV3	.012	.021	.019	.589	.556	.282	3.548	
TV4	-.032	.024	-.051	-1.324	.186	.188	5.311	
TV5	.067	.017	.097	3.988	.000	.478	2.094	
TV6	-.088	.018	-.142	-4.965	.000	.347	2.885	
TV7	.337	.035	.365	9.645	.000	.199	5.032	
TS1	.242	.030	.267	8.114	.000	.263	3.809	
TS2	-.017	.033	-.023	-.523	.601	.151	6.637	
TS3	-.099	.040	-.112	-2.496	.013	.140	7.130	
TS4	-.122	.029	-.141	-4.228	.000	.256	3.904	
TS5	.114	.041	.120	2.801	.005	.155	6.468	
TS6	.170	.029	.189	5.865	.000	.274	3.652	
TS7	.088	.022	.105	4.085	.000	.434	2.302	
LMX1	-.057	.050	-.057	-1.152	.250	.116	8.605	
LMX2	-.126	.044	-.125	-2.844	.005	.148	6.740	
LMX3	.154	.047	.161	3.266	.001	.117	8.517	
LMX4	-.109	.045	-.108	-2.399	.017	.141	7.082	
LMX5	.150	.042	.151	3.573	.000	.158	6.317	
LMX6	-.136	.035	-.137	-3.917	.000	.234	4.279	
LMX7	-.029	.022	-.041	-1.337	.182	.305	3.281	
LMX8	-.015	.038	-.017	-.390	.696	.150	6.669	
LMX9	.075	.033	.090	2.254	.024	.178	5.620	
LMX10	.043	.047	.043	.930	.353	.135	7.389	
LMX11	.076	.054	.070	1.410	.159	.115	8.688	
LMX12	-.223	.044	-.221	-5.008	.000	.146	6.838	
MP1	.030	.041	.028	.721	.471	.187	5.345	
MP2	.019	.040	.019	.463	.643	.169	5.902	
MP3	.147	.048	.145	3.085	.002	.129	7.771	
MP4	-.083	.045	-.083	-1.837	.066	.139	7.190	
MP5	-.051	.031	-.069	-1.613	.107	.155	6.439	
MP6	-.092	.016	-.161	-5.577	.000	.340	2.943	
Culture1	-.061	.024	-.085	-2.485	.013	.242	4.125	
Culture2	.075	.022	.102	3.351	.001	.305	3.273	
Culture3	.049	.030	.066	1.637	.102	.177	5.660	
Culture4	-.027	.027	-.033	-.972	.331	.250	4.006	
Culture5	.084	.035	.108	2.381	.017	.138	7.232	
Culture6	-.097	.033	-.118	-2.901	.004	.173	5.787	
OS1	.087	.038	.093	2.311	.021	.177	5.643	
OS2	.131	.034	.167	3.860	.000	.153	6.551	
OS3	.060	.040	.068	1.493	.136	.137	7.297	
OS4	-.030	.041	-.033	-.720	.472	.135	7.421	

OS5	.103	.032	.118	3.241	.001	.214	4.681
OS6	-.061	.031	-.074	-1.968	.049	.201	4.980
CC1	.032	.026	.034	1.225	.221	.360	2.778
CC2	-.024	.019	-.038	-1.279	.201	.320	3.129
CC3	.032	.020	.048	1.609	.108	.321	3.114
CC4	.008	.023	.013	.349	.727	.209	4.794
CC5	.027	.034	.029	.819	.413	.228	4.381
CC6	.064	.034	.063	1.905	.057	.262	3.814
CC7	.042	.023	.068	1.810	.070	.201	4.978
GP1	-.307	.037	-.301	-8.219	.000	.213	4.702
GP2	.004	.042	.004	.090	.928	.174	5.741
GP3	.083	.037	.085	2.216	.027	.191	5.230
TC1	.024	.038	.024	.648	.517	.205	4.878
TC2	.089	.025	.104	3.571	.000	.333	3.007
TC3	.017	.018	.026	.936	.350	.378	2.643
TC4	-.026	.035	-.025	-.749	.454	.262	3.824
TC5	.072	.019	.114	3.891	.000	.330	3.027
LeaderRate_LMX1	.075	.041	.070	1.831	.067	.193	5.178
LeaderRate_LMX2	-.184	.039	-.181	-4.746	.000	.196	5.095
LeaderRate_LMX3	.111	.028	.124	4.000	.000	.296	3.378
LeaderRate_LMX4	-.042	.019	-.072	-2.185	.029	.264	3.793
LeaderRate_LMX5	-.042	.035	-.050	-1.193	.233	.160	6.240
LeaderRate_LMX6	.126	.034	.161	3.725	.000	.153	6.545
LeaderRate_LMX7	-.034	.019	-.049	-1.760	.079	.368	2.718
LeaderRate_LMX8	-.137	.038	-.141	-3.665	.000	.192	5.211
LeaderRate_LMX9	.119	.035	.155	3.367	.001	.135	7.432
LeaderRate_LMX10	.063	.042	.070	1.503	.133	.130	7.683
LeaderRate_LMX11	.020	.042	.022	.473	.636	.132	7.558
LeaderRate_LMX12	-.151	.032	-.178	-4.658	.000	.195	5.131

a. Dependent Variable: TV1

Appendix C7a: Factor Analysis for Team Effectiveness

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.777
Bartlett's Test of Sphericity	Approx. Chi-Square	3330.772
	df	153
	Sig.	.000

Communalities

	Initial	Extraction
TP1	1.000	.510
TP2	1.000	.742
TP3	1.000	.797
TP5	1.000	.536
TP8	1.000	.823
TP9	1.000	.681
TP10	1.000	.711
TV1	1.000	.752
TV2	1.000	.847
TV4	1.000	.840
TV5	1.000	.551
TV7	1.000	.741
TS1	1.000	.720
TS2	1.000	.691
TS3	1.000	.843
TS4	1.000	.712
TS5	1.000	.841
TS6	1.000	.793

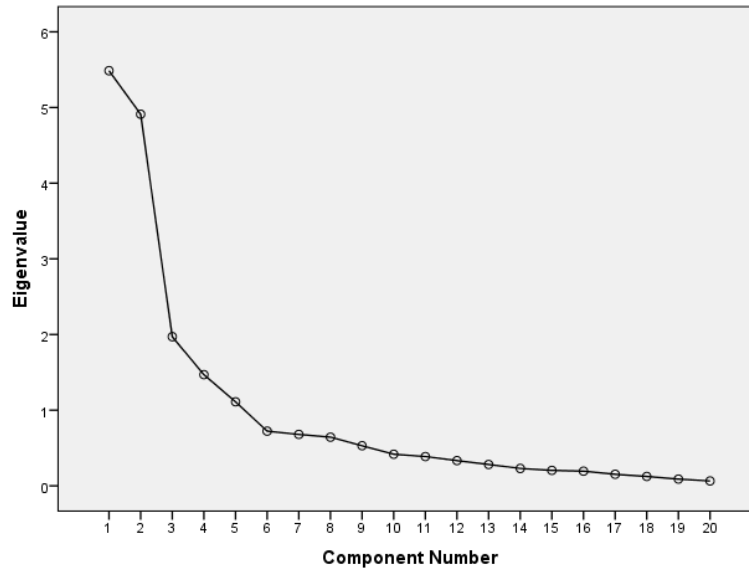
Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.044	28.020	28.020	5.044	28.020	28.020	4.301	23.895	23.895
2	4.260	23.666	51.686	4.260	23.666	51.686	3.449	19.161	43.057
3	1.962	10.902	62.588	1.962	10.902	62.588	2.971	16.503	59.559
4	1.468	8.157	70.745	1.468	8.157	70.745	2.013	11.186	70.745
5	.968	5.378	76.123						
6	.721	4.004	80.127						
7	.612	3.399	83.526						
8	.534	2.968	86.494						
9	.423	2.348	88.843						
10	.396	2.198	91.040						
11	.340	1.888	92.928						
12	.271	1.505	94.433						
13	.255	1.415	95.848						
14	.210	1.169	97.017						
15	.194	1.076	98.093						
16	.152	.847	98.939						
17	.122	.677	99.616						
18	.069	.384	100.000						

Extraction Method: Principal Component Analysis.

Scree Plot



Rotated Component Matrix^a

	Component			
	1	2	3	4
TP1	.600	.164	-.139	.064
TP2	.853	-.105	.051	-.021
TP3	.889	-.070	-.031	.035
TP5	.459	-.103	.075	-.097
TP8	.905	.023	.024	.055
TP9	.822	.020	-.073	-.014
TP10	.838	-.057	.043	.052
TV1	.022	.165	.842	-.125
TV2	.035	.214	-.001	.895
TV4	.007	.196	.117	.888
TV5	-.015	-.313	.617	.268
TV7	.014	.371	.738	.241
TS1	-.058	.380	.744	.139
TS2	-.004	.765	.166	.279
TS3	-.083	.825	.211	.333
TS4	-.042	.838	.094	-.013
TS5	-.030	.861	.300	.096
TS6	.017	.436	.749	-.202

Extraction Method: Principal Component Analysis. Rotation Method:
Varimax with Kaiser Normalization.^a

a. Rotation converged in 6 iterations.



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Appendix C7b: Factor Analysis for LMX

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.854
Bartlett's Test of Sphericity Approx. Chi-Square	3320.336
df	66
Sig.	.000

Communalities

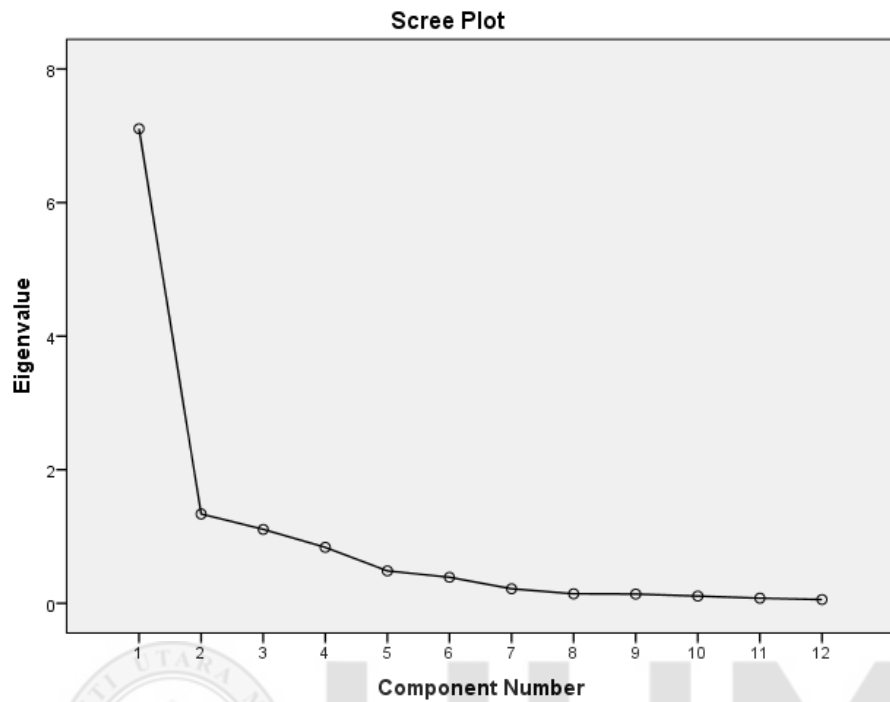
	Initial	Extraction
LMX1	1.000	.723
LMX2	1.000	.555
LMX3	1.000	.809
LMX4	1.000	.691
LMX5	1.000	.568
LMX6	1.000	.513
LMX7	1.000	.583
LMX8	1.000	.598
LMX9	1.000	.585
LMX10	1.000	.713
LMX11	1.000	.682
LMX12	1.000	.685

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.106	59.217	59.217	7.106	59.217	59.217
2	1.337	11.140	70.357			
3	1.107	9.225	79.582			
4	.837	6.977	86.559			
5	.485	4.043	90.601			
6	.389	3.242	93.844			
7	.218	1.814	95.658			
8	.142	1.186	96.844			
9	.138	1.147	97.991			
10	.108	.900	98.891			
11	.076	.635	99.527			
12	.057	.473	100.000			

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

	Component
	1
LMX1	.850
LMX2	.745
LMX3	.899
LMX4	.831
LMX5	.753
LMX6	.643
LMX7	.619
LMX8	.631
LMX9	.697
LMX10	.845
LMX11	.826
LMX12	.828

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.869
Bartlett's Test of Sphericity Approx. Chi-Square	3592.072
df	66
Sig.	.000

Communalities

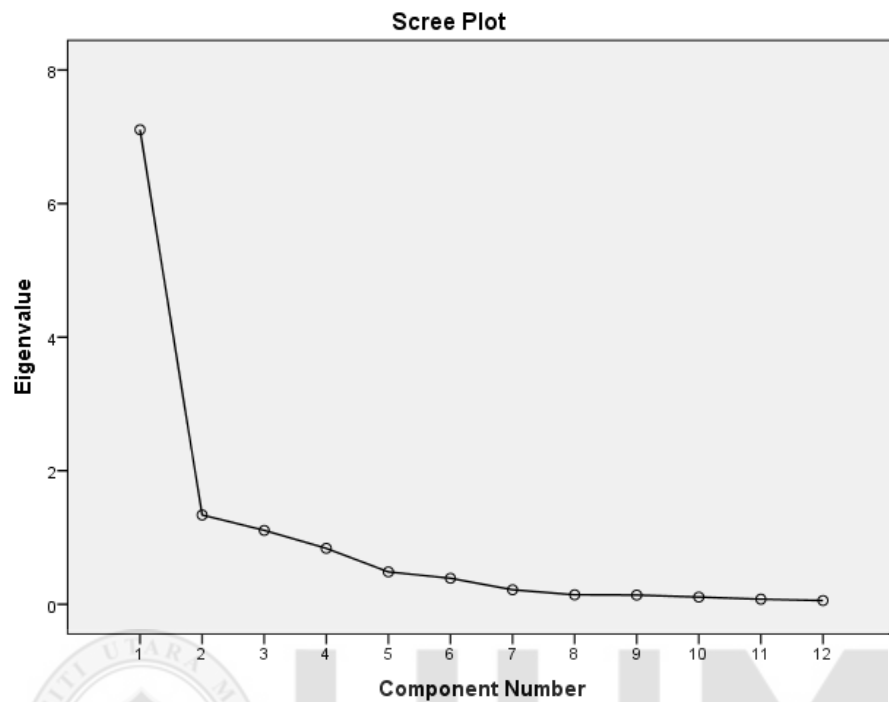
	Initial	Extraction
LeaderRate_LMX1	1.000	.638
LeaderRate_LMX2	1.000	.664
LeaderRate_LMX3	1.000	.695
LeaderRate_LMX4	1.000	.510
LeaderRate_LMX5	1.000	.664
LeaderRate_LMX6	1.000	.544
LeaderRate_LMX7	1.000	.506
LeaderRate_LMX8	1.000	.728
LeaderRate_LMX9	1.000	.846
LeaderRate_LMX10	1.000	.699
LeaderRate_LMX11	1.000	.788
LeaderRate_LMX12	1.000	.770

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.750	64.584	64.584	7.750	64.584	64.584
2	1.375	11.461	76.045			
3	.869	7.246	83.291			
4	.575	4.794	88.085			
5	.421	3.509	91.594			
6	.279	2.324	93.918			
7	.191	1.589	95.506			
8	.178	1.480	96.986			
9	.127	1.061	98.047			
10	.098	.819	98.866			
11	.081	.677	99.544			
12	.055	.456	100.000			

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

	Component
	1
LeaderRate_LMX1	.798
LeaderRate_LMX2	.815
LeaderRate_LMX3	.833
LeaderRate_LMX4	.557
LeaderRate_LMX5	.815
LeaderRate_LMX6	.738
LeaderRate_LMX7	.637
LeaderRate_LMX8	.853
LeaderRate_LMX9	.920
LeaderRate_LMX10	.836
LeaderRate_LMX11	.888
LeaderRate_LMX12	.878

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Appendix C7c: Factor Analysis for Organizational Context

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.867
Bartlett's Test of Sphericity	Approx. Chi-Square
	2346.635
	df
	55
	Sig.
	.000

Communalities

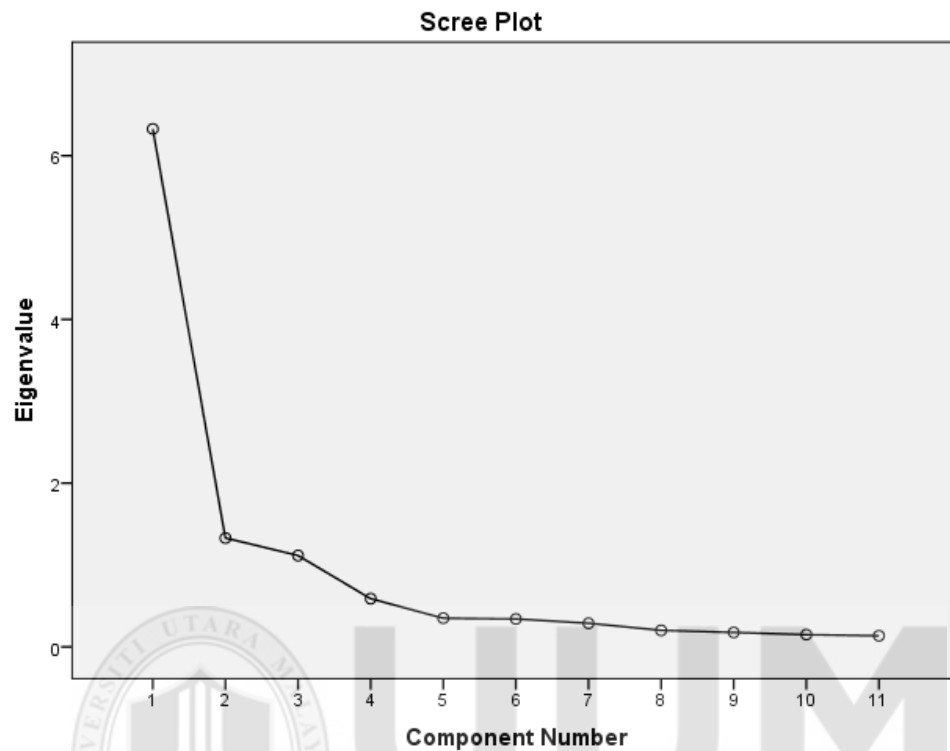
	Initial	Extraction
MP1	1.000	.837
MP2	1.000	.868
MP3	1.000	.865
MP5	1.000	.764
MP6	1.000	.791
Culture1	1.000	.715
Culture3	1.000	.779
Culture4	1.000	.850
Culture6	1.000	.834
OS1	1.000	.779
OS6	1.000	.690

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.327	57.518	57.518	6.327	57.518	57.518	3.084	28.036	28.036
2	1.329	12.083	69.601	1.329	12.083	69.601	2.881	26.192	54.228
3	1.115	10.138	79.740	1.115	10.138	79.740	2.806	25.512	79.740
4	.588	5.348	85.087						
5	.350	3.182	88.269						
6	.340	3.095	91.364						
7	.288	2.617	93.981						
8	.201	1.828	95.809						
9	.177	1.605	97.414						
10	.149	1.352	98.766						
11	.136	1.234	100.000						

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

	Component		
	1	2	3
MP1	.383	.146	.818
MP2	.137	.194	.901
MP3	.260	.415	.791
MP5	.437	.674	.344
MP6	.868	.179	.079
Culture1	.754	.191	.332
Culture3	.826	.218	.221
Culture4	.023	.920	.056
Culture6	.375	.773	.309
OS1	.303	.762	.327
OS6	.651	.236	.459

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 3 iterations.

Appendix C7d: Factor Analysis for Team Processes

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.752
Bartlett's Test of Sphericity Approx. Chi-Square	1053.368
df	36
Sig.	.000

Communalities

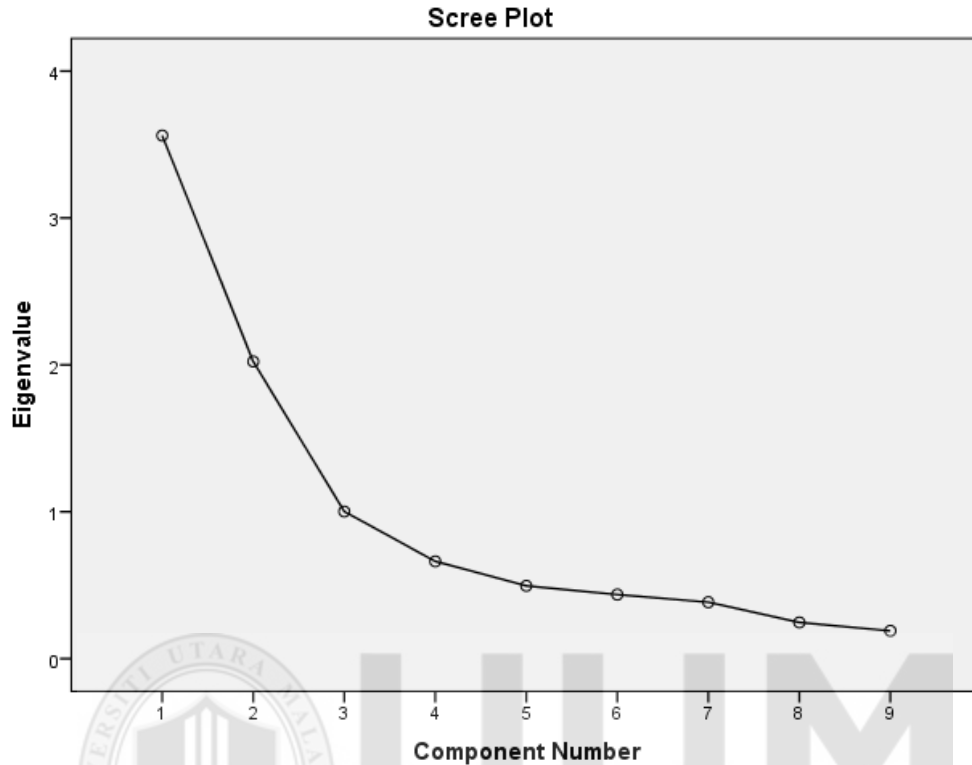
	Initial	Extraction
CC1	1.000	.611
CC2	1.000	.730
CC3	1.000	.673
GP2	1.000	.730
GP3	1.000	.774
TC1	1.000	.801
TC2	1.000	.840
TC3	1.000	.667
TC4	1.000	.758

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.561	39.568	39.568	3.561	39.568	39.568	2.915	32.392	32.392
2	2.023	22.475	62.043	2.023	22.475	62.043	2.107	23.417	55.809
3	1.002	11.131	73.175	1.002	11.131	73.175	1.563	17.366	73.175
4	.662	7.359	80.534						
5	.496	5.506	86.040						
6	.436	4.844	90.884						
7	.384	4.270	95.154						
8	.247	2.741	97.895						
9	.189	2.105	100.000						

Extraction Method: Principal Component Analysis.



Rotated Component Matrix^a

	Component		
	1	2	3
CC1	.769	-.115	.081
CC2	-.102	.848	-.009
CC3	.327	.751	-.049
GP2	.454	-.101	.717
GP3	.737	.336	.343
TC1	.845	-.003	.295
TC2	.097	.050	.910
TC3	-.013	.816	.042
TC4	.856	.140	.069

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 3 iterations.

Appendix C8: Reliability Analysis

Team Effectiveness (Team Performance)

Reliability Statistics

Cronbach's Alpha	N of Items
.882	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TP1	25.9814	6.996	.472	.887
TP2	26.3346	6.216	.769	.853
TP3	26.1896	6.124	.827	.846
TP5	26.2342	6.964	.362	.905
TP8	26.3048	5.728	.837	.842
TP9	26.4610	5.742	.741	.856
TP10	26.3086	6.341	.750	.856

Team Effectiveness (Team Satisfaction)

Reliability Statistics

Cronbach's Alpha	N of Items
.892	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TS2	11.9743	1.487	.715	.891
TS3	11.8226	1.692	.841	.839
TS4	11.9634	1.698	.700	.884
TS5	11.7953	1.645	.844	.834

Team Effectiveness (Team Viability)

Reliability Statistics

Cronbach's Alpha	N of Items
.812	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TV1	16.0538	2.284	.718	.748
TV5	15.6502	2.446	.312	.876
TV7	15.9667	2.270	.708	.749
TS1	16.1718	2.036	.710	.739
TS6	16.3170	2.141	.674	.752

Team Effectiveness (Team OCB)

Reliability Statistics

Cronbach's Alpha	N of Items
.870	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TV2	2.9445	.336	.770	.
TV4	2.7851	.366	.770	.

LMX Member-rate

Reliability Statistics

Cronbach's Alpha	N of Items
.936	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LMX1	42.3108	12.382	.807	.926
LMX2	42.2696	12.715	.684	.931
LMX3	42.3892	12.273	.866	.924
LMX4	42.5431	12.714	.788	.927
LMX5	42.5079	13.188	.701	.931
LMX6	42.6323	13.351	.579	.935
LMX7	43.1027	13.200	.567	.936
LMX8	42.5945	13.488	.583	.935
LMX9	42.7982	12.894	.651	.933
LMX10	42.4774	12.533	.800	.927
LMX11	42.3681	12.709	.776	.928
LMX12	42.4640	12.555	.775	.928

LMX Leader-rate

Reliability Statistics

Cronbach's Alpha	N of Items
.939	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LeaderRate_LMX1	44.0025	43.894	.716	.935
LeaderRate_LMX2	43.8703	43.550	.736	.935
LeaderRate_LMX3	44.0638	43.340	.756	.934
LeaderRate_LMX4	44.6975	41.097	.530	.947
LeaderRate_LMX5	44.3890	41.504	.807	.931
LeaderRate_LMX6	44.5983	41.639	.710	.935
LeaderRate_LMX7	44.2021	42.285	.595	.940
LeaderRate_LMX8	43.9329	42.296	.787	.932
LeaderRate_LMX9	44.2450	38.769	.899	.927
LeaderRate_LMX10	44.1992	42.634	.786	.933
LeaderRate_LMX11	44.0084	42.041	.845	.931
LeaderRate_LMX12	44.2958	41.374	.849	.930

Organizational Context (Organizational Culture)

Reliability Statistics

Cronbach's Alpha	N of Items
.862	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
MP6	10.2889	2.419	.735	.834
Culture1	9.5072	3.265	.693	.832
Culture3	9.7612	3.093	.776	.800
OS6	9.4578	3.280	.702	.830

Organizational Context (Organizational Support)

Reliability Statistics

Cronbach's Alpha	N of Items
.893	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
MP5	10.9501	1.892	.754	.868
Culture4	10.7323	2.101	.695	.886
Culture6	11.0330	1.820	.834	.834
OS1	10.8215	2.185	.802	.856

Organizational Context (Management Process)

Reliability Statistics

Cronbach's Alpha	N of Items
.903	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
MP1	8.0529	.524	.798	.872
MP2	7.8895	.579	.799	.868
MP3	7.8745	.560	.829	.843

Team Processes (Team Coordination)

Reliability Statistics

Cronbach's Alpha	N of Items
.848	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CC1	11.8121	.901	.571	.867
GP3	11.6722	.913	.683	.809
TC1	11.6259	.905	.785	.769
TC4	11.7275	.931	.743	.786

Team Processes (Cooperative Communication)

Reliability Statistics

Cronbach's Alpha	N of Items
.740	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CC2	7.0711	.865	.615	.603
CC3	7.4251	1.131	.516	.711
TC3	7.1405	1.155	.589	.640

Team Processes (Group Potency)

Reliability Statistics

Cronbach's Alpha	N of Items
.670	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
GP2	3.5527	.172	.506	.
TC2	3.9666	.141	.506	.



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Appendix C9: Descriptive Analysis

Descriptive Statistics

	N	Mean	Std. Deviation
Team Performance	214	4.3097	.34689
Team Satisfaction	214	3.9781	.42979
Team Viability	214	4.0419	.35695
Team OCB	214	2.8897	.54126
Organizational Culture	214	3.2503	.57634
Organizational Support	214	3.6234	.48203
Management Process	214	3.9815	.36299
Team Coordination	214	3.9252	.30609
Cooperative Communication	214	3.6199	.48759
Group Potency	214	3.7740	.34073
LMX_MemberRate	214	3.8672	.33243
LMX_LeaderRate	214	4.0265	.56488
LMX Differentiation	214	-.0217	.35546
Valid N (listwise)	214		

Appendix C10: Correlation

Correlations																
		Size	Tenure	LMXMem ber	LMXLeader	LMXD_ New	Cult	Sup	Procs	Coord	Comm	Pot	Perf	Sat	Viab	OCB
Size	Pearson Correlation	1	.082	-.105	.012	.031	-.176*	.060	-.166*	-.211**	.072	-.222**	-.088	-.110	-.168*	.007
	Sig. (2-tailed)		.231	.127	.865	.651	.010	.381	.015	.002	.294	.001	.200	.108	.014	.914
	N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214
Tenure	Pearson Correlation	.082	1	-.097	.016	.040	.061	.043	.020	-.005	-.092	-.252**	-.013	.140*	-.226**	.076
	Sig. (2-tailed)	.231		.157	.819	.558	.377	.529	.769	.947	.180	.000	.852	.041	.001	.265
	N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214
LMXMember	Pearson Correlation	-.105	-.097	1	.237**	-.553**	.650**	.579**	.597**	.223**	-.446**	.354**	-.057	.648**	.103	.110
	Sig. (2-tailed)	.127	.157		.000	.000	.000	.000	.000	.001	.000	.000	.408	.000	.135	.110
	N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214
LMXLeader	Pearson Correlation	.012	.016	.237**	1	-.803**	.270**	.063	.194**	.037	.101	.199**	.046	.355**	.051	.299**
	Sig. (2-tailed)	.865	.819	.000		.000	.000	.362	.004	.592	.140	.004	.501	.000	.458	.000
	N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214
LMXD	Pearson Correlation	.031	.040	-.553**	-.803**	1	-.427**	-.263**	-.388**	-.154*	.073	-.272**	-.011	-.528**	-.153*	-.259**
	Sig. (2-tailed)	.651	.558	.000	.000		.000	.000	.000	.025	.286	.000	.877	.000	.025	.000
	N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214
OC	Pearson Correlation	-.176*	.061	.650**	.270**	-.427**	1	.621**	.620**	.316**	-.344**	.302**	.039	.574**	.046	.125
	Sig. (2-tailed)	.010	.377	.000	.000	.000		.000	.000	.000	.000	.000	.573	.000	.507	.067
	N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214
POS	Pearson Correlation	.060	.043	.579**	.063	-.263**	.621**	1	.602**	.560**	-.337**	.320**	-.016	.608**	.161*	.063
	Sig. (2-tailed)	.381	.529	.000	.362	.000	.000		.000	.000	.000	.000	.821	.000	.019	.358
	N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214
MP	Pearson Correlation	-.166*	.020	.597**	.194**	-.388**	.620**	.602**	1	.641**	.002	.329**	.042	.660**	.318**	.023
	Sig. (2-tailed)	.015	.769	.000	.004	.000	.000	.000		.000	.971	.000	.539	.000	.000	.739
	N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214
TC	Pearson Correlation	-.211**	-.005	.223**	.037	-.154*	.316**	.560**	.641**	1	.151*	.529**	.096	.429**	.643**	-.080
	Sig. (2-tailed)	.002	.947	.001	.592	.025	.000	.000	.000		.027	.000	.162	.000	.000	.243
	N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214
CC	Pearson Correlation	.072	-.092	-.446**	.101	.073	-.344**	-.337**	.002	.151*	1	.007	.062	-.066	.279**	.108

	Sig. (2-tailed)	.294	.180	.000	.140	.286	.000	.000	.971	.027		.924	.364	.336	.000	.115
	N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214
GP	Pearson Correlation	-.222**	-.252**	.354**	.199**	-.272**	.302**	.320**	.329**	.529**	.007	1	.040	.262**	.484**	-.081
	Sig. (2-tailed)	.001	.000	.000	.004	.000	.000	.000	.000	.000	.924		.564	.000	.000	.239
	N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214
TP	Pearson Correlation	-.088	-.013	-.057	.046	-.011	.039	-.016	.042	.096	.062	.040	1	-.082	.028	.059
	Sig. (2-tailed)	.200	.852	.408	.501	.877	.573	.821	.539	.162	.364	.564		.233	.683	.391
	N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214
TS	Pearson Correlation	-.110	.140*	.648**	.355**	-.528**	.574**	.608**	.660**	.429**	-.066	.262**	-.082	1	.374**	.396**
	Sig. (2-tailed)	.108	.041	.000	.000	.000	.000	.000	.000	.000	.336	.000	.233		.000	.000
	N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214
TV	Pearson Correlation	-.168*	-.336**	.103	.051	-.153*	.046	.161*	.318**	.643**	.279**	.484**	.028	.374**	1	.153*
	Sig. (2-tailed)	.014	.001	.135	.458	.025	.507	.019	.000	.000	.000	.000	.683	.000		.025
	N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214
OCB	Pearson Correlation	.007	.033	.110	.299**	-.259**	.125	.063	.023	-.080	.108	-.081	.059	.396**	.153*	1
	Sig. (2-tailed)	.914	.265	.110	.000	.000	.067	.358	.739	.243	.115	.239	.391	.000	.025	
	N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix C11a: Regression Analysis of Organizational Context (Organizational Culture, Organizational Support, Management Process) and LMX Differentiation.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.137 ^a	.019	.010	.33084	.019	2.028	2	211	.134
2	.723 ^b	.523	.511	.23235	.504	73.260	3	208	.000

a. Predictors: (Constant), Team tenure, Team size

b. Predictors: (Constant), Team tenure, Team size, Organizational Support, Management Process, Organizational Culture

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.444	2	.222	2.028	.134 ^b
	Residual	23.094	211	.109		
	Total	23.538	213			
2	Regression	12.309	5	2.462	45.601	.000 ^c
	Residual	11.229	208	.054		
	Total	23.538	213			

a. Dependent Variable: LMX Differentiation

b. Predictors: (Constant), Team tenure, Team size

c. Predictors: (Constant), Team tenure, Team size, Organizational Support, Management Process, Organizational Culture

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.439	.181		2.420	.016
	Team Size	.054	.038	.097	1.424	.156
	Team Tenure	.012	.010	.089	2.502	.017
2	(Constant)	2.767	.235		11.757	.000
	Team Size	-.001	.028	-.002	-.033	.973
	Team Tenure	.019	.007	.134	2.783	.006
	Culture	-.221	.039	-.384	-5.656	.000
	Support	-.139	.047	-.201	-2.971	.003
	Mgt Process	-.221	.061	-.242	-3.652	.000

a. Dependent Variable: LMXD



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Appendix C11b: Regression Analysis of Organizational Context (Organizational Culture, Organizational Support, Management Process) and Team Effectiveness (Team Performance, Team Satisfaction, Team Viability, Team OCB)

Organizational context (organizational culture, organizational support, management process) and team performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.129 ^a	.017	.007	.23500	.017	1.791	2	211	.169
2	.326 ^b	.106	.085	.22563	.090	6.966	3	208	.000

a. Predictors: (Constant), Team tenure, Team size

b. Predictors: (Constant), Team tenure, Team size, Organizational Support, Management Process, Organizational Culture

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.198	2	.099	1.791	.169 ^b
	Residual	11.652	211	.055		
	Total	11.850	213			
2	Regression	1.262	5	.252	4.957	.000 ^c
	Residual	10.589	208	.051		
	Total	11.850	213			

a. Dependent Variable: Team Performance

b. Predictors: (Constant), Team tenure, Team size

c. Predictors: (Constant), Team tenure, Team size, Organizational Support, Management Process, Organizational Culture

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.049	.129		31.422	.000
	Team Size	-.011	.027	-.028	-.415	.679
	Team Tenure	-.012	.007	-.124	-1.806	.072
2	(Constant)	3.231	.229		14.135	.000
	Team Size	-.002	.028	-.005	-.077	.939
	Team Tenure	-.013	.007	-.133	-2.013	.045
	Culture	-.023	.038	-.056	-.600	.549
	Support	.064	.045	.131	1.414	.159
	Mgt Process	.156	.059	.241	2.657	.008

a. Dependent Variable: Team Performance

Organizational context (organizational culture, organizational support, management process) and team Satisfaction

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.186 ^a	.034	.025	.42432	.034	3.766	2	211	.025
2	.730 ^b	.532	.521	.29738	.498	73.857	3	208	.000

a. Predictors: (Constant), Team tenure, Team size

b. Predictors: (Constant), Team tenure, Team size, Organizational Support, Management Process, Organizational Culture

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.356	2	.678	3.766	.025 ^b
	Residual	37.989	211	.180		
	Total	39.345	213			
2	Regression	20.951	5	4.190	47.381	.000 ^c
	Residual	18.395	208	.088		
	Total	39.345	213			

a. Dependent Variable: Team Satisfaction

b. Predictors: (Constant), Team tenure, Team size

c. Predictors: (Constant), Team tenure, Team size, Organizational Support, Management Process, Organizational Culture

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.254	.233		18.282	.000
	Team Size	-.089	.049	-.123	-1.805	.072
	Team Tenure	.027	.012	.150	2.208	.028
2	(Constant)	.928	.301		3.082	.002
	Team Size	-.034	.036	-.047	-.931	.353
	Team tenure	.021	.009	.115	2.409	.017
	Culture	.105	.050	.140	2.090	.038
	Support	.252	.060	.283	4.220	.000
	Mgt_Process	.464	.078	.392	5.991	.000

a. Dependent Variable: Satisfaction

**Organizational context (organizational culture, organizational support,
management process) and team Viability**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.271 ^a	.073	.065	.34521	.073	8.367	2	211	.000
2	.455 ^b	.207	.188	.32168	.134	11.665	3	208	.000

a. Predictors: (Constant), Team tenure, Team size

b. Predictors: (Constant), Team tenure, Team size, Organizational Support, Management Process, Organizational Culture

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.994	2	.997	8.367	.000 ^b
	Residual	25.144	211	.119		
	Total	27.138	213			
2	Regression	5.615	5	1.123	10.853	.000 ^c
	Residual	21.523	208	.103		
	Total	27.138	213			

a. Dependent Variable: Team Viability

b. Predictors: (Constant), Team Tenure, Team Size

c. Predictors: (Constant), Team Tenure, Team Size, Organizational Support, Management Process, Organizational Culture

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.620	.189		24.407	.000
	Team Size	-.090	.040	-.150	-2.256	.025
	Team Tenure	-.032	.010	-.214	-3.215	.002

2	(Constant)	3.258	.326		9.998	.000
	Team Size	-.084	.039	-.139	-2.125	.035
	Team Tenure	-.032	.009	-.210	-3.381	.001
	Culture	-.180	.054	-.290	-3.317	.001
	Support	.081	.065	.110	1.257	.210
	Mgt Process	.407	.084	.413	4.848	.000

a. Dependent Variable: Team Viability

**Organizational context (organizational culture, organizational support,
management process) and team OCB**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.072 ^a	.005	-.002	.55818	.005	.687	2	266	.504
2	.169 ^b	.029	.010	.55468	.024	2.124	3	263	.098

a. Predictors: (Constant Team Tenure, Team Size

b. Predictors: (Constant), Team Tenure, Team Size, Organizational Support, Management Process, Organizational Culture

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.428	2	.214	.687	.504 ^b
	Residual	82.877	266	.312		
	Total	83.305	268			
2	Regression	2.389	5	.478	1.553	.174 ^c
	Residual	80.916	263	.308		
	Total	83.305	268			

a. Dependent Variable: Team OCB

b. Predictors: (Constant), Team Tenure, Team Size

c. Predictors: (Constant), Team Tenure, Team Size, Organizational Support, Management Process, Organizational Culture

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.238	.324		9.985	.000
	Team Size	-.049	.060	-.050	-.811	.418
	Team Tenure	-.045	.061	-.046	-.743	.458
2	(Constant)	2.690	.480		5.609	.000
	Team Size	-.030	.061	-.031	-.494	.622
	Team Tenure	-.035	.061	-.036	-.576	.565
	Culture	.211	.177	.148	1.191	.235
	Support	-.304	.146	-.244	-2.085	.038
	Mgt process	.197	.168	.159	1.172	.242

a. Dependent Variable: Team OCB



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Appendix C11c: Regression Analysis of LMX Differentiation and Team Effectiveness (Team Performance, Team Satisfaction, Team Viability, Team OCB)

LMX differentiation and team performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.088 ^a	.008	-.002	.34718	.008	.826	2	211	.439
2	.088 ^b	.008	-.006	.34799	.000	.013	1	210	.911

a. Predictors: (Constant), Team Tenure, Team Size

b. Predictors: (Constant), Team Tenure, Team Size, LMX Differentiation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.199	2	.100	.826	.439 ^b
	Residual	25.432	211	.121		
	Total	25.632	213			
2	Regression	.201	3	.067	.552	.647 ^c
	Residual	25.431	210	.121		
	Total	25.632	213			

a. Dependent Variable: Team Performance

b. Predictors: (Constant), Team Tenure, Team Size

c. Predictors: (Constant), Team Tenure, Team Size, LMX Differentiation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.551	.190		23.904	.000
	Team Size	-.051	.040	-.028	-1.271	.205
	Team Tenure	-.001	.010	-.124	-.082	.935
2	(Constant)	4.550	.191		23.826	.000
	Team Size	-.051	.040	-.020	-1.265	.207
	Team Tenure	-.001	.010	-.113	-.078	.938
	LMX Differentiation	-.008	.067	-.293	-.112	.911

a. Dependent Variable: Team Performance

LMX differentiation and team satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.186 ^a	.034	.025	.42432	.034	3.766	2	211	.025
2	.563 ^b	.317	.307	.35782	.283	86.703	1	210	.000

a. Predictors: (Constant), Team Tenure, Team Size

b. Predictors: (Constant), Team Tenure, Team Size, LMX Differentiation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.356	2	.678	3.766	.025 ^b
	Residual	37.989	211	.180		
	Total	39.345	213			
2	Regression	12.457	3	4.152	32.431	.000 ^c
	Residual	26.888	210	.128		
	Total	39.345	213			

a. Dependent Variable: Team Satisfaction

b. Predictors: (Constant), Team Tenure, Team Size

c. Predictors: (Constant), Team Tenure, Team Size, LMX Differentiation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.254	.233		18.282	.000
	Team Size	-.089	.049	-.123	-1.805	.072
	Team Tenure	.027	.012	.150	2.208	.028
2	(Constant)	4.185	.196		21.311	.000
	Team Size	-.078	.041	-.108	-1.880	.061
	Team Tenure	.031	.010	.170	2.969	.003
	LMX Differentiation	-.643	.069	-.532	-9.311	.000

a. Dependent Variable: Team Satisfaction

LMX differentiation and team viability

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.271 ^a	.073	.065	.34521	.073	8.367	2	211	.000
2	.305 ^b	.093	.080	.34236	.020	4.525	1	210	.035

a. Predictors: (Constant), Team Tenure, Team Size

b. Predictors: (Constant), Team Tenure, Team Size, LMX Differentiation

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.994	2	.997	8.367	.000 ^b
	Residual	25.144	211	.119		
	Total	27.138	213			
2	Regression	2.525	3	.842	7.180	.000 ^c

Residual	24.614	210	.117		
Total	27.138	213			

- a. Dependent Variable: Team Viability
b. Predictors: (Constant), Team Tenure, Team Size
c. Predictors: (Constant), Team Tenure, Team Size, LMX Differentiation

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	4.620	.189		24.407
	Team Size	-.090	.040	-.150	-2.256
	Team Tenure	-.032	.010	-.214	-3.215
2	(Constant)	4.605	.188		24.512
	Team Size	-.088	.040	-.146	-2.215
	Team Tenure	-.031	.010	-.208	-3.159
	LMX Differentiation	-.141	.066	-.140	-2.127

- a. Dependent Variable: Team Viability

LMX differentiation and team OCB

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.076 ^a	.006	-.004	.54222	.006	.620	2	211	.539
2	.273 ^b	.075	.061	.52439	.069	15.596	1	210	.000

- a. Predictors: (Constant), Team Tenure, Team Size
b. Predictors: (Constant), Team Tenure, Team Size, LMX Differentiation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.365	2	.182	.620	.539 ^b
	Residual	62.035	211	.294		
	Total	62.400	213			
2	Regression	4.653	3	1.551	5.641	.001 ^c
	Residual	57.747	210	.275		
	Total	62.400	213			

a. Dependent Variable: Team OCB

b. Predictors: (Constant), Team Tenure, Team Size

c. Predictors: (Constant), Team Tenure, Team Size, LMX Differentiation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.798	.297		9.411	.000
	Team Size	.001	.063	.001	.017	.987
	Team Tenure	.017	.016	.076	1.109	.269
2	(Constant)	2.755	.288		9.574	.000
	Team Size	.008	.061	.008	.127	.899
	Team Tenure	.020	.015	.086	1.295	.197
	LMX Differentiation	-.400	.101	-.262	-3.949	.000

a. Dependent Variable: Team OCB

Appendix C11d: Regression Analysis of LMX Differentiation and Team Processes
(Team Coordination, Cooperative Communication, Group Potency)

LMX differentiation and team coordination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.211 ^a	.045	.036	.30059	.045	4.935	2	211	.008
2	.258 ^b	.066	.053	.29785	.022	4.905	1	210	.028

a. Predictors: (Constant), Team Tenure, Team Size

b. Predictors: (Constant), Team Tenure, Team Size, LMX Differentiation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.892	2	.446	4.935	.008 ^b
	Residual	19.065	211	.090		
	Total	19.957	213			
2	Regression	1.327	3	.442	4.986	.002 ^c
	Residual	18.630	210	.089		
	Total	19.957	213			

a. Dependent Variable: Team Coordination

b. Predictors: (Constant), Team Tenure, Team Size

c. Predictors: (Constant), Team Tenure, Team Size, LMX Differentiation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.424	.165		26.837	.000
	Team Size	-.109	.035	-.212	-3.141	.002
	Team Tenure	.002	.009	.013	.190	.849
2	(Constant)	4.410	.163		26.981	.000
	Team Size	-.107	.034	-.208	-3.107	.002
	Team Tenure	.002	.009	.018	.276	.783
	LMX Differentiation	-.127	.057	-.148	-2.215	.028

a. Dependent Variable: Team Coordination

LMX differentiation and cooperative communication

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.122 ^a	.015	.006	.48624	.015	1.592	2	211	.206
2	.143 ^b	.020	.006	.48601	.006	1.200	1	210	.275

a. Predictors: (Constant), Team Tenure, Team Size

b. Predictors: (Constant), Team Tenure, Team Size, LMX Differentiation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.753	2	.376	1.592	.206 ^b
	Residual	49.886	211	.236		
	Total	50.639	213			
2	Regression	1.036	3	.345	1.463	.226 ^c
	Residual	49.603	210	.236		
	Total	50.639	213			

a. Dependent Variable: Cooperative Communication

b. Predictors: (Constant, Team Tenure, Team Size

c. Predictors: (Constant), Team Tenure, Team Size, LMX Differentiation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.416	.267		12.810	.000
	Team Size	.066	.056	.080	1.170	.243
	Team Tenure	-.020	.014	-.099	-1.439	.152
2	(Constant)	3.427	.267		12.849	.000
	Team Size	.064	.056	.078	1.140	.256
	Team Tenure	-.021	.014	-.102	-1.480	.140
	LMX Differentiation	.103	.094	.075	1.095	.275

a. Dependent Variable: Cooperative Communication

LMX differentiation and group potency

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.323 ^a	.104	.096	.32399	.104	12.293	2	211	.000
2	.412 ^b	.170	.158	.31264	.066	16.593	1	210	.000

a. Predictors: (Constant), Team Tenure, Team Size

b. Predictors: (Constant), Team Tenure, Team Size, LMX Differentiation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.581	2	1.290	12.293	.000 ^b
	Residual	22.148	211	.105		
	Total	24.729	213			
2	Regression	4.203	3	1.401	14.332	.000 ^c
	Residual	20.527	210	.098		
	Total	24.729	213			

a. Dependent Variable: Group Potency

b. Predictors: (Constant), Team Tenure, Team Size

c. Predictors: (Constant), Team Tenure, Team Size, LMX Differentiation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.481	.178		25.222	.000
	Team Size	-.116	.037	-.202	-3.096	.002
	Team Tenure	-.034	.009	-.236	-3.605	.000
2	(Constant)	4.454	.172		25.964	.000
	Team Size	-.112	.036	-.195	-3.094	.002
	Team Tenure	-.032	.009	-.226	-3.579	.000
	LMX Differentiation	-.246	.060	-.256	-4.073	.000

a. Dependent Variable: Group Potency



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**Appendix C11e: Regression Analysis of Team Processes (Team Coordination,
Cooperative Communication, Group Potency) and Team Effectiveness (Team
Performance, Team Satisfaction, Team Viability, Team OCB)**

**Team processes (team coordination, cooperative communication, group potency)
and team performance**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.088 ^a	.008	-.002	.34718	.008	.826	2	211	.439
2	.132 ^b	.018	-.006	.34795	.010	.690	3	208	.559

a. Predictors: (Constant), Team Tenure, Team Size

b. Predictors: (Constant), Team Tenure, Team Size, Cooperative Communication, Team Coordination, Group Potency

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.199	2	.100	.826	.439 ^b
	Residual	25.432	211	.121		
	Total	25.632	213			
2	Regression	.450	5	.090	.743	.592 ^c
	Residual	25.182	208	.121		
	Total	25.632	213			

a. Dependent Variable: Team Performance

b. Predictors: (Constant), Team Tenure, Team Size

c. Predictors: (Constant), Team Tenure, Team Size, Cooperative Communication, Team Coordination, Group Potency

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.551	.190		23.904	.000
	Team Size	-.051	.040	-.028	-1.271	.205
	Team Tenure	-.001	.010	-.124	-.082	.935
2	(Constant)	4.108	.455		9.037	.000
	Team Size	.046	.042	.021	1.107	.269
	Team Tenure	.001	.011	.112	.097	.923
	Coordination	.095	.096	.084	.993	.322
	Communication	.039	.050	.055	.777	.438
	Potency	.025	.087	.024	.284	.777

a. Dependent Variable: Team Performance

**Team processes (team coordination, cooperative communication, group potency)
and team satisfaction**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.186 ^a	.034	.025	.42432	.034	3.766	2	211	.025
2	.473 ^b	.224	.205	.38323	.189	16.887	3	208	.000

a. Predictors: (Constant), Team Tenure, Team Size

b. Predictors: (Constant), Team Tenure, Team Size, Cooperative Communication, Team Coordination, Group Potency

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.356	2	.678	3.766	.025 ^b
	Residual	37.989	211	.180		
	Total	39.345	213			
2	Regression	8.797	5	1.759	11.979	.000 ^c
	Residual	30.549	208	.147		
	Total	39.345	213			

a. Dependent Variable: Team Satisfaction

b. Predictors: (Constant), Team Tenure, Team Size

c. Predictors: (Constant), Team Tenure, Team Size, Cooperative Communication, Team Coordination, Group Potency

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.254	.233		18.282	.000
	Team Size	-.089	.049	-.123	-1.805	.072
	Team Tenure	.027	.012	.150	2.208	.028
2	(Constant)	1.624	.501		3.242	.001
	Team Size	-.008	.046	-.011	-.181	.857
	Team Tenure	.028	.012	.155	2.397	.017
	Coordination	.557	.105	.397	5.289	.000
	Communication	.098	.055	.112	1.775	.077
	Potency	.112	.096	.089	1.164	.246

a. Dependent Variable: Team Satisfaction

**Team processes (team coordination, cooperative communication, group potency)
and team viability**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.271 ^a	.073	.065	.34521	.073	8.367	2	211	.000
2	.712 ^b	.508	.496	.25348	.435	61.117	3	208	.000

a. Predictors: (Constant), Team Tenure, Team Size

b. Predictors: (Constant), Team Tenure, Team Size, Cooperative Communication, Team Coordination, Group Potency

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.994	2	.997	8.367	.000 ^b
	Residual	25.144	211	.119		
	Total	27.138	213			
2	Regression	13.774	5	2.755	42.878	.000 ^c
	Residual	13.364	208	.064		
	Total	27.138	213			

a. Dependent Variable: Team Viability

b. Predictors: (Constant), Team Tenure, Team Size

c. Predictors: (Constant), Team Tenure, Team Size, Cooperative Communication, Team Coordination, Group Potency

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.620	.189		24.407	.000
	Team Size	-.090	.040	-.150	-2.256	.025
	Team Tenure	-.032	.010	-.214	-3.215	.002
2	(Constant)	.701	.331		2.116	.036
	Team Size	-.013	.030	-.021	-.419	.676
	Team Tenure	-.025	.008	-.165	-3.211	.002
	Coordination	.614	.070	.526	8.813	.000
	Communication	.135	.037	.184	3.683	.000
	Potency	.166	.064	.158	2.603	.010

a. Dependent Variable: Team Viability

**Team processes (team coordination, cooperative communication, group potency)
and team OCB**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.076 ^a	.006	-.004	.54222	.006	.620	2	211	.539
2	.173 ^b	.030	.007	.53944	.024	1.727	3	208	.043

a. Predictors: (Constant), Team Tenure, Team Size

b. Predictors: (Constant), Team Tenure, Team Size, Cooperative Communication, Team Coordination, Group Potency

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.365	2	.182	.620	.539 ^b
	Residual	62.035	211	.294		
	Total	62.400	213			
2	Regression	1.872	5	.374	1.287	.043 ^c
	Residual	60.528	208	.291		
	Total	62.400	213			

a. Dependent Variable: Team OCB

b. Predictors: (Constant), Team Tenure, Team Size

c. Predictors: (Constant), Team Tenure, Team Size, Cooperative Communication, Team Coordination, Group Potency

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.798	.297		9.411	.000
	Team Size	.001	.063	.001	.017	.987
	Team Tenure	.017	.016	.076	1.109	.269
2	(Constant)	3.172	.705		4.500	.000
	Team Size	-.031	.065	-.034	-.473	.636
	Team Tenure	.020	.016	.087	1.212	.227
	Coordination	-.176	.148	-.100	-1.187	.237
	Communication	.148	.078	.134	2.601	.019
	Potency	-.023	.135	.104	2.618	.017

a. Dependent Variable: Team OCB



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Appendix C12a: Mediation Analysis of Team Processes (Team Coordination, Cooperative Communication, Group Potency) on the Relationship between LMX Differentiation and Team Performance

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Release 2.16.3

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2013). www.guilford.com/p/hayes3

Model = 4
Y = Perf
X = LMXD_New
M1 = Coord
M2 = Comm
M3 = Pot

Statistical Controls:
CONTROL= TeamSize ExpWard

Sample size
214

Outcome: Coord (path a_1)

Model Summary

	R	R-sq	MSE	F	df1	df2
P	.2579	.0665	.0887	4.9860	3.0000	210.0000
	.0023					

Model

	coeff	se	t	p	LLCI	
ULCI						
constant	4.4098	.1634	26.9809	.0000	4.0876	
4.7320						
LMXD_New	-.1273	.0575	-2.2146	.0279	-.2406	-
.0140						
TeamSize	-.1070	.0345	-3.1069	.0022	-.1750	-
.0391						
ExpWard	.0024	.0086	.2756	.7832	-.0146	
.0193						

Outcome: Comm (path a_2)

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.1431	.0205	.2362	1.4626	3.0000	210.0000
	.2258					

Model

	coeff	se	t	p	LLCI
ULCI					
constant	3.4267	.2667	12.8486	.0000	2.9009
3.9524					
LMXD _{New}	.1027	.0938	1.0954	.2746	-.0822
.2876					
TeamSize	.0641	.0562	1.1397	.2557	-.0468
.1749					
ExpWard	-.0208	.0140	-1.4801	.1403	-.0485
.0069					

Outcome: Pot (path a_3)

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.4122	.1699	.0977	14.3318	3.0000	210.0000
	.0000					

Model

	coeff	se	t	p	LLCI	
ULCI						
constant	4.4544	.1716	25.9639	.0000	4.1162	
4.7926						
LMXD _{New}	-.2458	.0603	-4.0734	.0001	-.3647	-
.1268						
TeamSize	-.1119	.0362	-3.0936	.0022	-.1832	-
.0406						
ExpWard	-.0323	.0090	-3.5793	.0004	-.0502	-
.0145						

Outcome: Perf (path b and path c')

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.1326	.0176	.1216	.6173	6.0000	207.0000
	.7163					

Model

	coeff	se	t	p	LLCI
ULCI					
constant	4.1151	.4623	8.9011	.0000	3.2037
5.0266					

Coord	.0947	.0959	.9878	.3244	-.0943
.2838					
Comm	.0395	.0506	.7798	.4364	-.0603
.1392					
Pot	-.0265	.0898	-.2955	.7679	-.2035
.1504					
LMXD_New	-.0061	.0702	-.0864	.9312	-.1444
.1323					
TeamSize	-.0463	.0418	-1.1073	.2695	-.1287
.0361					
ExpWard	-.0010	.0106	-.0984	.9217	-.0220
.0199					

***** TOTAL EFFECT MODEL

Outcome: Perf (path c)

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.0885	.0078	.1211	.5522	3.0000	210.0000
.6472						

Model

	coeff	se	t	p	LLCI
ULCI					
constant	4.5499	.1910	23.8264	.0000	4.1735
4.9264					
LMXD_New	-.0075	.0672	-.1124	.9106	-.1399
.1248					
TeamSize	-.0509	.0403	-1.2649	.2073	-.1303
.0284					
ExpWard	-.0008	.0101	-.0778	.9381	-.0206
.0190					

***** TOTAL, DIRECT, AND INDIRECT EFFECTS

Total effect of X on Y (path c)

Effect	SE	t	p	LLCI	ULCI
-.0075	.0672	-.1124	.9106	-.1399	.1248

Direct effect of X on Y (path c')

Effect	SE	t	p	LLCI	ULCI
-.0061	.0702	-.0864	.9312	-.1444	.1323

Indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	-.0015	.0229	-.0467	.0456
Coord	-.0121	.0139	-.0534	.0062
Comm	.0041	.0079	-.0045	.0323
Pot	.0065	.0216	-.0387	.0484
(C1)	-.0161	.0146	-.0545	.0061
(C2)	-.0186	.0298	-.0818	.0381
(C3)	-.0025	.0231	-.0454	.0475

Partially standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	-.0043	.0666	-.1346	.1334
Coord	-.0347	.0402	-.1543	.0190
Comm	.0117	.0230	-.0134	.0917
Pot	.0188	.0627	-.1129	.1405

Completely standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	-.0015	.0236	-.0476	.0478
Coord	-.0124	.0142	-.0548	.0063
Comm	.0042	.0081	-.0046	.0335
Pot	.0067	.0223	-.0401	.0505

Ratio of indirect to total effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	.1967	11.8515	-.7217	61.9513
Coord	1.5973	15.8484	.8159	190.5510
Comm	-.5371	4.2481	-105.6786	-.2256
Pot	-.8635	14.9177	-520.1873	-.1904

Ratio of indirect to direct effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	.2449	17.2894	-.2860	213.6428
Coord	1.9884	14.5595	1.3181	225.0947
Comm	-.6686	7.6259	-358.9726	-.3777
Pot	-1.0750	19.8983	-596.4044	-.3994

Normal theory tests for specific indirect effects

	Effect	se	Z	p
Coord	-.0121	.0145	-.8340	.4043
Comm	.0041	.0080	.5097	.6102
Pot	.0065	.0228	.2863	.7747

Specific indirect effect contrast definitions

(C1)	Coord	minus	Comm
(C2)	Coord	minus	Pot
(C3)	Comm	minus	Pot

***** ANALYSIS NOTES AND WARNINGS *****

Number of bootstrap samples for bias corrected bootstrap confidence intervals:

5000

Level of confidence for all confidence intervals in output:

95.00

----- END MATRIX -----

Appendix C12b: Mediation Analysis of Team Processes (Team Coordination, Cooperative Communication, Group Potency) on the Relationship between LMX Differentiation and Team Satisfaction

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Release 2.16.3

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2013). www.guilford.com/p/hayes3

Model = 4
Y = Sat
X = LMXD_New
M1 = Coord
M2 = Comm
M3 = Pot

Statistical Controls:
CONTROL= TeamSize ExpWard

Sample size
214

Outcome: Coord (path a1)

Model Summary

	R	R-sq	MSE	F	df1	df2
P	.2579	.0665	.0887	4.9860	3.0000	210.0000
	.0023					

Model

	coeff	se	t	p	LLCI	ULCI
constant	4.4098	.1634	26.9809	.0000	4.0876	4.7320
LMXD_New	-.1273	.0575	-2.2146	.0279	-.2406	-.0140
TeamSize	-.1070	.0345	-3.1069	.0022	-.1750	-.0391
ExpWard	.0024	.0086	.2756	.7832	-.0146	.0193

Outcome: Comm (path a2)

Model Summary

	R	R-sq	MSE	F	df1	df2
P	.1431	.0205	.2362	1.4626	3.0000	210.0000
	.2258					

Model

	coeff	se	t	p	LLCI
ULCI					
constant	3.4267	.2667	12.8486	.0000	2.9009
3.9524					
LMXD_New	.1027	.0938	1.0954	.2746	-.0822
.2876					
TeamSize	.0641	.0562	1.1397	.2557	-.0468
.1749					
ExpWard	-.0208	.0140	-1.4801	.1403	-.0485
.0069					

Outcome: Pot (path a3)

Model Summary

	R	R-sq	MSE	F	df1	df2
P	.4122	.1699	.0977	14.3318	3.0000	210.0000
	.0000					

Model

	coeff	se	t	p	LLCI	
ULCI						
constant	4.4544	.1716	25.9639	.0000	4.1162	
4.7926						
LMXD_New	-.2458	.0603	-4.0734	.0001	-.3647	-
.1268						
TeamSize	-.1119	.0362	-3.0936	.0022	-.1832	-
.0406						
ExpWard	-.0323	.0090	-3.5793	.0004	-.0502	-
.0145						

Outcome: Sat (path b and path c')

Model Summary

	R	R-sq	MSE	F	df1	df2
P	.6598	.4354	.1073	26.5998	6.0000	207.0000
	.0000					

Model

	coeff	se	t	p	LLCI
ULCI					
constant	2.2677	.4342	5.2220	.0000	1.4115
3.1238					

Coord	.5352	.0901	5.9425	.0000	.3577	
.7128						
Comm	-.0640	.0475	-1.3465	.1796	-.1577	
.0297						
Pot	-.0503	.0843	-.5964	.5516	-.2165	
.1159						
LMXD_New	-.5807	.0659	-8.8111	.0000	-.7106	-
.4507						
TeamSize	-.0221	.0393	-.5618	.5749	-.0994	
.0553						
ExpWard	.0265	.0100	2.6580	.0085	.0068	
.0461						

***** TOTAL EFFECT MODEL

Outcome: Sat (path c)

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5627	.3166	.1280	32.4314	3.0000	210.0000
.0000						

Model

	coeff	se	t	p	LLCI	ULCI
ULCI						
constant	4.1846	.1964	21.3115	.0000	3.7975	
4.5717						
LMXD_New	-.6430	.0691	-9.3115	.0000	-.7792	-
.5069						
TeamSize	-.0778	.0414	-1.8801	.0615	-.1594	
.0038						
ExpWard	.0307	.0103	2.9694	.0033	.0103	
.0511						

***** TOTAL, DIRECT, AND INDIRECT EFFECTS

Total effect of X on Y (path c)

Effect	SE	t	p	LLCI	ULCI
-.6430	.0691	-9.3115	.0000	-.7792	-.5069

Direct effect of X on Y (path c')

Effect	SE	t	p	LLCI	ULCI
-.5807	.0659	-8.8111	.0000	-.7106	-.4507

Indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	-.0624	.0358	-.1413	.0016
Coord	-.0681	.0358	-.1516	-.0068
Comm	-.0066	.0087	-.0380	.0027
Pot	.0124	.0163	-.0125	.0539
(C1)	-.0616	.0388	-.1455	.0076
(C2)	-.0805	.0420	-.1781	-.0106
(C3)	-.0189	.0177	-.0592	.0107

Partially standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	-.1469	.0851	-.3351	.0081
Coord	-.1606	.0840	-.3539	-.0148
Comm	-.0155	.0208	-.0913	.0067
Pot	.0291	.0384	-.0298	.1249

Completely standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	-.0524	.0304	-.1196	.0020
Coord	-.0573	.0301	-.1260	-.0057
Comm	-.0055	.0073	-.0323	.0023
Pot	.0104	.0137	-.0105	.0446

Ratio of indirect to total effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	.0970	.0563	-.0049	.2227
Coord	.1060	.0535	.0111	.2268
Comm	.0102	.0142	-.0044	.0630
Pot	-.0192	.0247	-.0769	.0213

Ratio of indirect to direct effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	.1074	.0712	-.0049	.2864
Coord	.1173	.0673	.0112	.2866
Comm	.0113	.0160	-.0048	.0719
Pot	-.0213	.0272	-.0825	.0247

Normal theory tests for specific indirect effects

	Effect	se	Z	p
Coord	-.0681	.0332	-2.0499	.0404
Comm	-.0066	.0089	-.7363	.4616
Pot	.0124	.0216	.5734	.5663

Specific indirect effect contrast definitions

(C1)	Coord	minus	Comm
(C2)	Coord	minus	Pot
(C3)	Comm	minus	Pot

***** ANALYSIS NOTES AND WARNINGS *****

Number of bootstrap samples for bias corrected bootstrap confidence intervals:

5000

Level of confidence for all confidence intervals in output:

95.00

----- END MATRIX -----

Appendix C12c: Mediation Analysis of Team Processes (Team Coordination, Cooperative Communication, Group Potency) on the Relationship between LMX Differentiation and Team Viability

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Release 2.16.3

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2013). www.guilford.com/p/hayes3

Model = 4
Y = Viab
X = LMXD_New
M1 = Coord
M2 = Comm
M3 = Pot

Statistical Controls:
CONTROL= TeamSize ExpWard

Sample size
214

Outcome: Coord (path a1)

Model Summary

	R	R-sq	MSE	F	df1	df2
P	.2579	.0665	.0887	4.9860	3.0000	210.0000
	.0023					

Model

	coeff	se	t	p	LLCI	ULCI
constant	4.4098	.1634	26.9809	.0000	4.0876	4.7320
LMXD_New	-.1273	.0575	-2.2146	.0279	-.2406	.0140
TeamSize	-.1070	.0345	-3.1069	.0022	-.1750	.0391
ExpWard	.0024	.0086	.2756	.7832	-.0146	.0193

Outcome: Comm (path a2)

Model Summary

	R	R-sq	MSE	F	df1	df2
P	.1431	.0205	.2362	1.4626	3.0000	210.0000
	.2258					

Model

	coeff	se	t	p	LLCI
ULCI					
constant	3.4267	.2667	12.8486	.0000	2.9009
3.9524					
LMXD_New	.1027	.0938	1.0954	.2746	-.0822
.2876					
TeamSize	.0641	.0562	1.1397	.2557	-.0468
.1749					
ExpWard	-.0208	.0140	-1.4801	.1403	-.0485
.0069					

Outcome: Pot (path a3)

Model Summary

	R	R-sq	MSE	F	df1	df2
P	.4122	.1699	.0977	14.3318	3.0000	210.0000
	.0000					

Model

	coeff	se	t	p	LLCI	
ULCI						
constant	4.4544	.1716	25.9639	.0000	4.1162	
4.7926						
LMXD_New	-.2458	.0603	-4.0734	.0001	-.3647	-
.1268						
TeamSize	-.1119	.0362	-3.0936	.0022	-.1832	-
.0406						
ExpWard	-.0323	.0090	-3.5793	.0004	-.0502	-
.0145						

Outcome: Viab (path b and path c')

Model Summary

	R	R-sq	MSE	F	df1	df2
P	.7134	.5089	.0644	35.7534	6.0000	207.0000
	.0000					

Model

	coeff	se	t	p	LLCI
ULCI					
constant	.7436	.3363	2.2108	.0281	.0805
1.4066					

Coord	.6125	.0698	8.7799	.0000	.4750	
.7500						
Comm	.1373	.0368	3.7290	.0002	.0647	
.2099						
Pot	.1549	.0653	2.3721	.0186	.0262	
.2836						
LMXD_New	-.0386	.0510	-.7563	.4503	-.1392	
.0620						
TeamSize	-.0136	.0304	-.4480	.6546	-.0736	
.0463						
ExpWard	-.0248	.0077	-3.2199	.0015	-.0401	-
.0096						

***** TOTAL EFFECT MODEL

Outcome: Viab (path c)

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.3050	.0930	.1172	7.1797	3.0000	210.0000
.0001						

Model

	coeff	se	t	p	LLCI	
ULCI						
constant	4.6049	.1879	24.5116	.0000	4.2346	
4.9753						
LMXD_New	-.1405	.0661	-2.1271	.0346	-.2708	-
.0103						
TeamSize	-.0877	.0396	-2.2150	.0278	-.1658	-
.0096						
ExpWard	-.0313	.0099	-3.1591	.0018	-.0508	-
.0118						

***** TOTAL, DIRECT, AND INDIRECT EFFECTS

Total effect of X on Y (path c)

Effect	SE	t	p	LLCI	ULCI
-.1405	.0661	-2.1271	.0346	-.2708	-.0103

Direct effect of X on Y (path c')

Effect	SE	t	p	LLCI	ULCI
-.0386	.0510	-.7563	.4503	-.1392	.0620

Indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	-.1019	.0483	-.1989	-.0099
Coord	-.0780	.0388	-.1596	-.0067
Comm	.0141	.0126	-.0081	.0426
Pot	-.0381	.0206	-.0886	-.0062
(C1)	-.0921	.0385	-.1726	-.0216
(C2)	-.0399	.0433	-.1350	.0387
(C3)	.0522	.0239	.0115	.1073

Partially standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	-.2953	.1350	-.5563	-.0217
Coord	-.2259	.1087	-.4416	-.0140
Comm	.0409	.0370	-.0239	.1269
Pot	-.1103	.0597	-.2546	-.0167

Completely standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	-.1053	.0481	-.1964	-.0088
Coord	-.0806	.0392	-.1588	-.0049
Comm	.0146	.0132	-.0080	.0459
Pot	-.0393	.0208	-.0894	-.0065

Ratio of indirect to total effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	.7253	15.0665	.0036	3.0935
Coord	.5548	7.0890	-.0255	2.3211
Comm	-.1004	15.5533	-1.7808	.0793
Pot	.2709	25.7263	-.0422	2.6354

Ratio of indirect to direct effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	2.6405	76.3237	.0010	615.9420
Coord	2.0196	41.5618	.1456	600.1701
Comm	-.3654	16.0107	-106.9027	.1784
Pot	.9862	51.4109	.0529	572.0972

Normal theory tests for specific indirect effects

	Effect	se	Z	p
Coord	-.0780	.0365	-2.1344	.0328
Comm	.0141	.0139	1.0178	.3088
Pot	-.0381	.0190	-2.0052	.0449

Specific indirect effect contrast definitions

(C1)	Coord	minus	Comm
(C2)	Coord	minus	Pot
(C3)	Comm	minus	Pot

***** ANALYSIS NOTES AND WARNINGS *****

Number of bootstrap samples for bias corrected bootstrap confidence intervals:

5000

Level of confidence for all confidence intervals in output:

95.00

----- END MATRIX -----

Appendix C12d: Mediation Analysis of Team Processes (Team Coordination, Cooperative Communication, Group Potency) on the Relationship between LMX Differentiation and Team OCB

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Release 2.16.3

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2013). www.guilford.com/p/hayes3

Model = 4
Y = OCB
X = LMXD_New
M1 = Coord
M2 = Comm
M3 = Pot

Statistical Controls:
CONTROL= TeamSize ExpWard

Sample size
214

Outcome: Coord (path a1)

Model Summary

	R	R-sq	MSE	F	df1	df2
P	.2579	.0665	.0887	4.9860	3.0000	210.0000
	.0023					

Model

	coeff	se	t	p	LLCI	ULCI
constant	4.4098	.1634	26.9809	.0000	4.0876	4.7320
LMXD_New	-.1273	.0575	-2.2146	.0279	-.2406	-.0140
TeamSize	-.1070	.0345	-3.1069	.0022	-.1750	-.0391
ExpWard	.0024	.0086	.2756	.7832	-.0146	.0193

Outcome: Comm (path a2)

Model Summary

	R	R-sq	MSE	F	df1	df2
P	.1431	.0205	.2362	1.4626	3.0000	210.0000
	.2258					

Model

	coeff	se	t	p	LLCI
ULCI					
constant	3.4267	.2667	12.8486	.0000	2.9009
3.9524					
LMXD_New	.1027	.0938	1.0954	.2746	-.0822
.2876					
TeamSize	.0641	.0562	1.1397	.2557	-.0468
.1749					
ExpWard	-.0208	.0140	-1.4801	.1403	-.0485
.0069					

Outcome: Pot (path a3)

Model Summary

	R	R-sq	MSE	F	df1	df2
P	.4122	.1699	.0977	14.3318	3.0000	210.0000
	.0000					

Model

	coeff	se	t	p	LLCI	
ULCI						
constant	4.4544	.1716	25.9639	.0000	4.1162	
4.7926						
LMXD_New	-.2458	.0603	-4.0734	.0001	-.3647	-
.1268						
TeamSize	-.1119	.0362	-3.0936	.0022	-.1832	-
.0406						
ExpWard	-.0323	.0090	-3.5793	.0004	-.0502	-
.0145						

Outcome: OCB (path b and path c')

Model Summary

	R	R-sq	MSE	F	df1	df2
P	.3489	.1217	.2648	4.7804	6.0000	207.0000
	.0001					

Model

	coeff	se	t	p	LLCI
ULCI					
constant	3.7059	.6821	5.4334	.0000	2.3612
5.0505					

Coord	-.1941	.1415	-1.3720	.1715	-.4730	
.0848						
Comm	.1768	.0747	2.3678	.0188	.0296	
.3240						
Pot	-.1573	.1324	-1.1877	.2363	-.4184	
.1038						
LMXD_New	-.4812	.1035	-4.6488	.0000	-.6853	-
.2771						
TeamSize	-.0420	.0617	-.6808	.4967	-.1635	
.0796						
ExpWard	.0187	.0156	1.1935	.2340	-.0122	
.0495						

***** TOTAL EFFECT MODEL

Outcome: OCB (path c)

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.2731	.0746	.2750	5.6409	3.0000	210.0000
.0010						

Model

	coeff	se	t	p	LLCI	ULCI
ULCI						
constant	2.7551	.2878	9.5743	.0000	2.1878	
3.3223						
LMXD_New	-.3997	.1012	-3.9492	.0001	-.5992	-
.2002						
TeamSize	.0077	.0607	.1274	.8988	-.1119	
.1273						
ExpWard	.0196	.0152	1.2951	.1967	-.0102	
.0495						

***** TOTAL, DIRECT, AND INDIRECT EFFECTS

Total effect of X on Y (path c)

Effect	SE	t	p	LLCI	ULCI
-.3997	.1012	-3.9492	.0001	-.5992	-.2002

Direct effect of X on Y (path c')

Effect	SE	t	p	LLCI	ULCI
-.4812	.1035	-4.6488	.0000	-.6853	-.2771

Indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	.0815	.0449	.0104	.1901
Coord	.0247	.0192	-.0010	.0789
Comm	.0182	.0193	-.0063	.0737
Pot	.0387	.0324	-.0170	.1126
(C1)	.0065	.0265	-.0421	.0650
(C2)	-.0139	.0388	-.0845	.0732
(C3)	-.0205	.0339	-.0979	.0387

Partially standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	.1504	.0822	.0176	.3460
Coord	.0456	.0354	-.0021	.1436
Comm	.0335	.0360	-.0119	.1375
Pot	.0713	.0598	-.0326	.2046

Completely standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	.0536	.0296	.0068	.1267
Coord	.0163	.0126	-.0006	.0516
Comm	.0119	.0128	-.0042	.0486
Pot	.0254	.0214	-.0109	.0748

Ratio of indirect to total effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	-.2040	.2181	-.7485	-.0188
Coord	-.0618	.0742	-.2866	.0046
Comm	-.0454	.0747	-.2683	.0174
Pot	-.0967	.1366	-.3857	.0491

Ratio of indirect to direct effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	-.1694	.1055	-.4282	-.0187
Coord	-.0513	.0474	-.1979	.0032
Comm	-.0377	.0453	-.1718	.0153
Pot	-.0803	.0759	-.2358	.0457

Normal theory tests for specific indirect effects

	Effect	se	Z	p
Coord	.0247	.0227	1.0889	.2762
Comm	.0182	.0196	.9283	.3533
Pot	.0387	.0348	1.1098	.2671

Specific indirect effect contrast definitions

(C1)	Coord	minus	Comm
(C2)	Coord	minus	Pot
(C3)	Comm	minus	Pot

***** ANALYSIS NOTES AND WARNINGS *****

Number of bootstrap samples for bias corrected bootstrap confidence intervals:

5000

Level of confidence for all confidence intervals in output:

95.00

----- END MATRIX -----